INSTALLATION POWER PROJECTION PLATFORMS ROLE IN SUPPORT OF
THE DEPLOYED FORCE; THE DISAPPEARING BOUNDARY BETWEEN
SUSTAINING BASE ACTIVITIES AND THE WARFIGHTER

A Monograph
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MONOGRAPH APPROVAL

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The Disappearing Boundary between Sustaining Base Activities
and the Warfighter

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ABSTRACT

Installation Power Projection Platforms Role in Support of the Deployed Force; The Disappearing Boundary between Sustaining Base Activities and the Warfighter by COL George A. Latham, 81 pages.

The United States Army has changed from a Cold War threat based, forward deployed force, to a CONUS based full spectrum, threats-adaptive, capabilities based force as seen throughout the 1990's and 2000. Operationally, the Army is transforming to provide "strategic dominance across the entire spectrum of operations."

As outlined in Joint Vision 2010, Army Vision 2010 and Installation Vision 2010, the Army must be able to project a ready force rapidly, world wide to the point of decision. In order for the Army to be relevant now and in the future, units must be capable of deploying and redeploying. This is a basic operational and strategic requirement that involves the delineation of responsibilities between the tactical deploying/redeploying unit and those units in support of them. This monograph focuses on the issue: Do Garrison Commands in CONUS and Area Support Groups (ASG)/Base Support Battalions (BSB), OCONUS, have responsibilities for warfighting units deployments and redeployments?

Structurally, the monograph outlines the history, methods and results of the formalization of installation management. The development of installation doctrine as outlined in FM 100-22, Installation Management, is addressed to describe responsibilities for deployment and redeployment. A CONUS and OCONUS based paradigm for Garrison and Area Support Group responsibilities for deploying/redeploying units is presented. The Garrison Command at Ft. Drum, NY, in support of the 10th Mountain Division (Light Infantry) and the 104th Area Support Group in Hanau Germany in support of 1st Armor Division are presented.

The monograph concludes that Garrison, ASG and BSB commands have critical responsibilities in supporting warfighting unit deployments, sustainment for forces and families staying behind and redeployments. Doctrinally and in the field it is the intent of the Army to force the disappearance of the boundaries between sustaining base activities and operational forces as the installation power projection platforms assume an active role in the welfare of the deployed forces.

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INTRODUCTION

CHAPTER 1

Nearly 55 years ago, in his final inaugural address. President Franklin Delano Roosevelt reflected on the lessons of the first half of the 20th Century. "We have learned," he said, "that we cannot live alone at peace. We have learned that our own well being is dependent on the well being of other nations far away. We have learned to be citizens of the world, members of the human community."[1]

With victory of the allied coalition in World War II, resulting in the development of the opposition of ideologies between the western world and the Soviet Bloc countries and its Communist surrogates, the Cold War began. From 1946 to 1989, the United States engaged in a security strategy of containment of communist aggression. This is evidenced in the defeat of the North Korean invasion against South Korea, establishing the 38th parallel demilitarized zone. The United States attempt to push North Vietnam back to its original border, during the Vietnam War. Containing Cuba via military means and an economic embargo, supporting the El Salvadorian government against a Communist insurgency by the Farabundo Marti National Liberation Front (FMLN) and endorsing the Contra insurgency in Nicaragua against the Communist, Sandinista Government. Additionally, throughout the Cold War the United States endorsed the North Atlantic Treaty Organization (NATO) and countered the Soviet Bloc, imparting a consistent policy with a focused strategy of containment against a specific enemy.

The Cold War ended in 1989 with the fall of the Soviet Bloc, resulting in a new world order and the potential for the United States to develop a new National Security Strategy. However, the Gulf War of 1990 to 1991 overshadowed the United States government adjusting to the new world environment as the policy of containment continued until the Iraqi invasion of Kuwait was solved.

Walter A. McDougall in Promised Land, Crusader State, The American Encounter with the World Since 1776) states that during the early 1990's:

> Many bright people offered insights into how the world had changed and how U.S. policy ought to adjust. The trouble was they all disagreed. Francis Fukuyama wrote of the final triumph of liberal market democracy over the ideologies that had plagued the world since the French Revolution. In a philosophical sense, he said, we had reached "the end of history." No, said Henry Kissenger, not only would geopolitics continue to shape the international system, but the diffusion of economic and military power meant that the post Cold War world was reverting to multipolarity. Hence the United States must learn to play the role of primus inter pares in a balance of power system. No, said Samuel Huntington, neither the triumph of liberal democracy nor a classical balance of power would define the new era, but rather deepening cleavages between cultural zones - Muslim, Confucian, Hindu, Western - thus raising the risk of a "clash of civilizations." No, said Edward Luttwak, geoeconomics would shape the global competition of the twenty-first century, so the United States better get rid of its trade deficits, boost savings and research, and restore productivity. No, said Paul Kennedy, Jessica Tuchman Mathews and Robert D. Kaplan, the greatest challenges of the coming century would include proliferation of weapons of mass destruction and demographic and environmental disasters resulting in widespread famines, mass migrations and local genocide.[2]

Operation Restore Hope in Somalia, 1991-1993, the last military operation under the Bush Administration and the first under the Clinton Administration, codifies the previous quotation. Operation Restore Hope, Somalia, began as a humanitarian assistance mission, developed into peacekeeping and ended in combat operations. The author presents the previous paragraph to convey to the

reader that in fact all theories presented can be argued as sound as the last decade of the 20th century, political, military and economic policies/operations demonstrated we have no specific enemy or mission. The threat can be anywhere in the world asymmetrically applying capabilities, resulting in the United States military responding to varied and numerous missions.

During the early 1990s, the present national security strategy under the Clinton Administration developed in response to the national strategy. Over the past eight years the refinement of a militant "Global Meliorism," the aim to make the whole world democratic; simply the socioeconomic and political-cultural expression of an American mission to make the world a better place. It is based on the assumption that the United States can, should and must reach out to help other nations share in the American dream. The model verbs "can, should and must in tern imply the assumption that the American model is universally valid, that morality enjoins the United States to help others emulate it, and that the success of the American experiment itself ultimately depends on other nations escaping from death and oppression."[3]

The National Security Strategy for a New Century, December 1999, published on January 5, 2000 embraces "Global Meliorism," ensuring the United States military remains engaged overseas. Additionally, globalization, "the process of accelerated economic, technological, cultural and political integration is bringing citizens from all continents closer together, allowing them to share ideas, goods and information in an instant. However, it also brings risks. Outlaw states and ethnic conflicts threaten regional stability and progress in many

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important areas of the world. Weapons of mass destruction (WMD), terrorism,

drug trafficking and other international crime are global concerns that transcend

borders. Other problems originating overseas - such as resource depletion, rapid

population growth, environmental damage, new infectious diseases, pervasive

corruption, and uncontrolled refugee migration, have increasingly important

implications for American security."[4] Thus, the United States National Security

Strategy is predicated on engagement, resulting in the continued and future

employment worldwide in varied situations of the United States military.

> As outlined in the National Security Strategy of December 1999:
>> Our strategy is founded on continued U.S. engagement and leadership abroad. The United States must lead abroad if we are to be secure at home. We cannot lead abroad unless we devote the necessary resources to military, diplomatic, intelligence and other efforts. We must be prepared and willing to use all appropriate instruments of national power to influence the actions of other states and non-state actors, to provide global leadership, and to remain a reliable security partner for the community of nations that share our interests. The international community is at times reluctant to act without American leadership. In some instances, the United States is the only nation capable of providing the necessary leadership and capabilities for an international response to share challenges. By exerting our leadership abroad we have deterred aggression, fostered the resolution of conflicts, enhanced regional cooperation, strengthened democracies, stopped human rights abuses, opened foreign markets and tackled global problems such as preventing the spread of weapons of mass destruction, protected the environment, and combated international corruption.[5]

As the United States enters the new millennium, President Roosevelt's

lessons of the first half of the 20th Century apply now and are embraced in the

present National Security Strategy. The 1999 strategy and the theory of

globalization ensures continued military involvement in operations ranging from

humanitarian assistance, peace keeping, peace enforcement and combat operations.

With the 2001 Bush Administration, this strategy may be implemented more conservatively, however, it is doubtful because of globalization it will change drastically. As of 14 March 2001, President Bush directed force reductions in Bosnia for example, however, this is over a five year period.

"Thus the Army has changed from a Cold War threat based, forward deployed force, to a CONUS based full spectrum, threats-adaptive, capabilities based force as seen throughout the 1990's and 2000."[6] "Operationally, the Army is transforming to provide "strategic dominance across the entire spectrum of operations."[7]
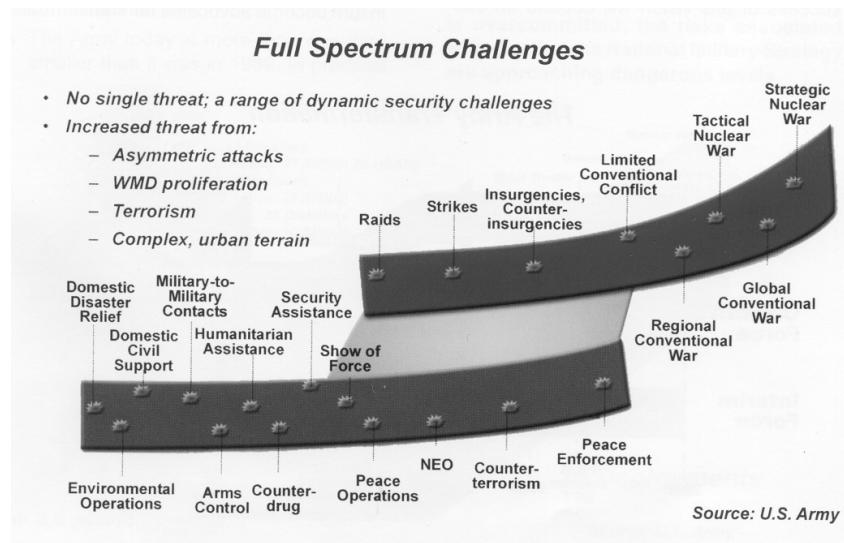

To meet the challenges and threats of the changing world, the armies requirement to deploy and redeploy has increased significantly. From 1950-1989, with 64 divisions (18 active, 21 ARNG, 25 USAR) in 1950, 40 divisions (17 active, 23 ARNG) in 1968 and 28 divisions (18 active, 10 ARNG) in 1989 there

were ten major deployments. From 1989-2001 with 18 divisions (10 active, 8 ARNG) today, the Army has been involved in 53 major deployments, not to quantify the various unit rotations conducted on these deployments.[8]

As outlined in Joint Vision 2010, Army Vision 2010 and Installation Vision, 2010, the Army must be able to project a ready force rapidly, world wide to the point of decision. Thus in order for the Army to be relevant now and in the future, units must be capable of deploying and redeploying. A basic operational and strategic requirement that involves many complexities of which is the delineation of responsibilities between the tactical deploying/redeploying unit and those units in support of them. This monograph will focus on the issue; Do Garrison Commands in CONUS and Area Support Groups (ASG)/Base Support Battalions (BSB), OCONUS, have responsibilities for warfighting units deployments and redeployments?

Recently, this question is relevant as the Army staffs a revised FM 100-22, Installation Management. The revised 2nd draft of FM 100-22, Installation Management, circulated on January 01, has been prepared without Chapter 5, Mobilization, Deployment, Redeployment and Demobilization (MDRD) that was in the original 11 October 1994 issue. Though there is a separate manual, FM 100-17, focused on MDRD, the lack of Garrisons and ASGs/BSBs responsibility in FM 100-22, Installation Management, raises the question; do Garrison Commands and Area Support Groups/Base Support Battalions have responsibility to support warfighting units deployments and redeployments? As we move further into the new millennium, Joint Vision 2010, Army Vision 2010

and Installation Vision 2010 are critically linked as jointly we conduct dominant maneuver, the Army projects the force to support this and Garrison, Area Support Group Commanders provide power projection through their installations.
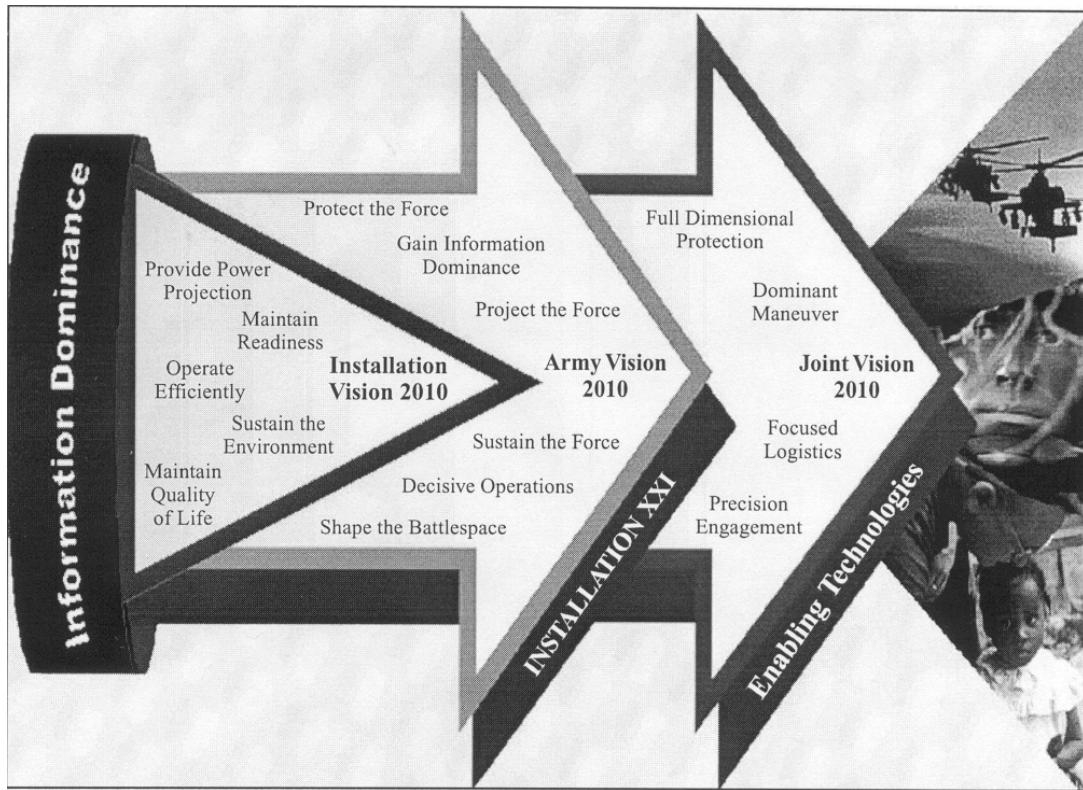
Structurally, the monograph will outline the history, methods and results of the formalization of installation management. This is essential in order for the reader to understand how the Chief of Staff of the Army envisioned the roles Garrison, Area Support Group/Base Support Battalion Commanders play in supporting warfighting units. Understanding the establishment of a proponency office at DA level to manage policies and requirements for installations is valuable. Finally, the development of installation doctrine as outlined in FM 100-22, Installation Management, is addressed to describe responsibilities for deployment and redeployment as was intended by the original authors of the

manual in October 1994. A CONUS and OCONUS based paradigm for Garrison and Area Support Group responsibilities for deploying/redeploying units will be presented. The Garrison Command at Ft. Drum, NY, commanded by COL John Kelly in support or not of the 10th Mountain Division's deployments/ redeployments will be presented. The 104th Area Support Group in Hanau Germany under command of COL Daniel Imholte in support or not of 1st Armor Division's deployments/redeployments will also be researched and presented. Are these units in the field supporting or not supporting the warfighters deployments? The monograph ends with a conclusion, consolidating an analysis of the research outlined in Chapters One to Six. An answer to the research question is presented. Recommendations for doctrinal input, lessons learned from the field and future operations are addressed.

After understanding the intent of the monograph, it is appropriate to transition to the history of the formulation of installation management and doctrinal responsibilities for deployment and redeployment.

CHAPTER 2

FORMALIZATION OF INSTALLATION MANAGEMENT

The recent formalization of Installation Management with the establishment of a proponent on the Army Staff responsible directly to the Chief of Staff of the Army; Garrison, Area Support Group, and Base Support Battalion Commanders who are centrally selected by annual command boards as well as school trained, and written doctrine, are relatively new standards that occurred within the Army in the last eight years. Installation management is one part of the Army that transformed recently and continues to transform to support the "Army's role in the National Military Strategy and Warfighting doctrine."[9]

Responsibilities for installation management have become increasingly formalized since the 1970's, changes in societal, economic and political environments over the years complicated day to day operations of installations. Installation, Garrison and OCONUS Garrison Commanders (Area Support Group/Base Support Battalion Cdrs) were not trained in dealing with the complexities of effectively and efficiently operating their units as a business. Societal changes, such as soldiers expecting work place childcare and the growing realization that environmental issues were increasing further complicated matters. Budget reductions and the Base Realignment and Closure (BRAC) process added to the Army's realization that Installation Management must be formalized.[10]

Numerous studies and inspections were conducted in the 1980's and early 1990's. These included the study Concise, Steadfast, Robust and Vanguard,

survey of garrison commanders, the Installation Management Strategy Team, the

Headquarters Department of the Army (HQ DA) Transformation Group and a

1991 DA Inspector General Special Inspection of Installation Management. All

the studies resulted in identifying the lack of emphasis by HQ DA and determined

that the Army was not managing its installations effectively or efficiency

worldwide.[11]

Common findings throughout all the studies were a lack of proponency at

the DA level with knowledge of requirements and policy, and the authority to

integrate them. The lack of installation management doctrine to provide the

guide for operating, organizing, and performing installation functions.

Throughout the Army there was a lack of knowledge and training for Garrison

Commanders to effectively and efficiency manage their command. Finally, it was

concluded that installations must not only serve as foundations for the trained

and ready force, but must also be capable of maintaining, mobilizing, stationing,

deploying and reconstituting an expandable Army. This finding is critical as it

endorses prior to the formalization of installation management, that there was a

realization that installations had a responsibility to deploy and reconstitute the

force; power projection platforms.[12]

Due to the economic, social and political sensitivities regarding

installations, the Army leadership issued General Order No. 15, on 1 July 1993

establishing the Assistant Chief of Staff for Installation Management (ACSIM).

The ACSIM would be located in the Pentagon. This office is the Army proponent

for installations, directed by a two star general. The ACSIM is responsible to

develop policy and integrate doctrine in regards to the planning, programming, execution and operation of Army Installations.[13]

On 4 October 1993, the Chief of Staff of the Army directed that Garrison Commanders be centrally selected for lieutenant colonel and colonel posts on the command selection list (CSL). Additionally, a garrison pre-command course was established at the Army Management Staff College to train incoming commanders on the complexities of Installation Management. The first class graduated on 3 August 1994.[14] Prior to these directives by the CSA, many tactical commanders were dual hatted as community commanders, especially OCONUS, where the senior tactical commander was an installation commander on the numerous camps, post and stations. This detracted from readiness as 30-70% of the commanders time might be dedicated to community issues, vice training.[15] Additionally, these commanders were not trained in the subjects now taught at the Army Management Staff College that present day Garrison, ASG and BSB commanders are trained on;

- Managing appropriated and non appropriated funds

- Managing Infrastructure, facilities, housing, utilities, privatization

- Working with civilian personnel and labor unions

- Contracting and contractors

- Logistics, security, training and info management

- Supporting the force; mobilization, deployment and civil assistance

- Moral, Welfare and Recreation programs, post exchange, commissary, hospital

- Environmental regulations, community relations, private organizations

- Partnership with others

- Army Performance Improvement Criteria (APIC)

According to the document "How the Army Runs," the Garrison Commander is responsible for day to day operations on the installation. They are responsible for establishing and maintaining the best living and working conditions as possible. They are also responsible for supporting local mobilization plans and during deployment receive the follow on reserve components. Finally, they care for families and civilians left behind and conduct other missions as directed by the Installation Commander.[16]

Area Support Groups in Korea and Europe are responsible to serve as the command and control for their subordinate Base Support Battalions. The Area Support Group is established to manage a number of installations that are geographically separated. They provide the policy and guidance to the Base Support Battalions who provide the services to the customer day to day. The ASG, OCONUS is focused toward the fixed installation management mission with the BSB operating in the same way an installation support activity commander at a CONUS sub-installation would perform. A Garrison, ASG and BSB perform the day to day services on an installation, responsible for the same services as outlined in the previous paragraph.[17]

The final formalization for installation management, is that of doctrine. Though before 1994 there were numerous Army Regulations,directives and pamphlets that provided guidance to installation staffs, there was not an

overarching manual for installation management. On 11 October 1994,the

ACSIM established installation doctrine with the publishing of FM 100-22,

Installation Management. The document was published as the bedrock doctrinal

manual to operate, organize and perform installation functions. The manual was

aligned with the National Military Strategy. It serves as an authoritative

document to conduct Garrison or Area Support Group functions. The manual is

intended to provide commanders enough information to most efficiently and

effectively operate their Garrisons ASGs or BSBs, understanding the uniqueness

of each installation and area.[18]

   Chapter 5 of the October 1994, Installation Management manual provides

doctrinal guidance for mobilization, deployment , redeployment and

demobilization in regards to installation responsibilities, that will be addressed in

Chapter 3.

CHAPTER 3

ARMY DOCTRINE FOR MOBILIZATION, DEPLOYMENT, REDEPLOYMENT
AND DEMOBILIZATION (MDRD)

As outlined in Joint Vision 2010, the joint force must be capable of

conducting dominant maneuver. The Army supports the joint force commanders

as outlined in Army Vision 2010 by projecting the force to the point of decision.

The Assistant Chief of Staff for Installation Management published Installation

Vision 2010 that supports projecting the force by providing power projection.

Power projection is accomplished by Army installations that support mobilization

and deployment activities and are therefore labeled power projection platforms.

The doctrine used by the Army to project the force from power projection

platforms is FM 100-17, Mobilization, Deployment, Redeployment and

Demobilization (MDRD), dated 28 October 1992. FM 100-17 contains detailed

information on MDRD in one-hundred and thirty two pages. The document is a

six chapter, four appendices source. After a brief preface and introduction,

Chapter One, Facing the Future outlines the United States and Army strategic

direction, threat and contingency force packages in nine pages of detail. In

Chapter Two, twelve pages are dedicated to command organizations and

planning systems from the national level down to units. Chapter Three in twenty-

two pages addresses mobilization. This chapter addresses facets from

mobilization authorities, levels, phases, to manpower, training, facilities and

environmental requirements. Chapter Four in nineteen pages addresses

deployment. Outlined are planning considerations, phases and logistics

requirements. Chapter Five, entitled redeployments, addresses planning,

phases and other considerations similar to Chapter Four. Finally, Chapter Six

demobilization presents historical examples, phases and processes in five

pages.

Appendixes A thru D address deliberate and crisis action planning, total

movements continuum, data processing programs and organizations responsible

for MDRD respectively. A detailed manual the document is focused toward the

operational or logistical planner/staff officer, not the commander.[19]

In FM 100-22, Installation Management, the authors in Chapter Five

condensed pertinent commanders information on MDRD into nine pages. In

Chapter Five, MDRD organization, mobilization phases, sustaining base support-

forces projection platforms, facilities requirements, deployment, redeployment

and demobilization phases are all addressed. This chapter is an invaluable

summary of FM 100-17, MDRD, and is printed in appendix A of this monograph.

Chapter five of FM 100-25 addresses the above subjects in the same order as

addressed in FM 100-17.[20]

Chapter Five of FM 100-22 unlike FM 100-17, specifically addresses the
Army's force projection mission. Installations must be prepared to serve as force
projection platforms, thus the installation must be capable to:

- Safely mobilize, receive, house, process, validate, deploy, and sustain
  remaining forces, follow-on units and family support groups.
- Assist in reception in CONUS as the force shift MRC priority and
  redeployment of forces.
- Maintain installation support requirements for the remaining military
  community after deployment.
- The installation must be prepared to support the increased information
  communication requirement."[21]

This guidance in itself, tells the installation commander, and subordinates, i.e., Garrison, Area Support Group and Base Support Battalion Commanders what their responsibilities are. Nowhere in FM 100-17 is this outlined.

Furthermore, in December 1992, the Secretary and Chief of Staff of the Army, endorsed an overarching installation strategy. The strategy was focused on an end state of providing world-class power projection platforms. The study ensured a cross fertilization of all functional elements responsible for executing installation operations. All programs, offices and organizations were incorporated in developing and publishing: <u>Installation: A Strategy for the 21st Century</u>. In this document eight goals were realized to accomplish an Army installation strategy. The number one goal is:

Reshape installations to meet power projection specifications. From the Installation Strategy the Army Staff developed the Army Plan (FY 1996-2011) linked with the POM and other budget considerations. From these documents each MACOM and Installation was to develop a supporting strategy to reach the vision.[22]

Ultimately, at the Department of the Army level the ACSIM, published FM 100-22 in 1994, at the direction of the CSA to define installation support and responsibilities. In the preface the document states:

> Installations of the twenty first century must have the capability to train, mobilize, deploy, sustain, support, recover, and reconstitute assigned and mobilized operating forces. **The traditional boundary between tactical and sustaining base activities will disappear as the installation power projection platform assumes an active role in the welfare of deployed operating forces.**[23]

Chapter Five, Mobilization, Deployment, Redeployment and

Demobilization MDRD as outlined in FM 100-22, concisely endorses the Army

vision in Installation Strategy and is a valuable reference for the Garrison, Area

Support Group and Base Support Battalion Commanders.

CHAPTER 4

UNITED STATES ARMY GARRISON AND THE 10TH MOUNTAIN DIVISION
(LIGHT INFANTRY) FORT DRUM

This chapter outlines the relationships and responsibilities between the

Fort Drum Garrison and the 10th Mountain Division (LI) during deployment and

redeployments.

Fort Drum is located in upstate New York, one hour by vehicle north of

Syracuse and forty minutes south of the Canadian Border near Watertown. The

United States Army permanent presence in the area dates back to 1809 when an

infantry company controlling smuggling between northern New York and Canada

was stationed at Sacket's Harbor in support of the Embargo Act. During the War

of 1812, Sackets Harbor was the center for all military activity stretching from the

St. Lawrence River Valley and Lake Ontario. In the 1830's and 1840's artillery

units were assigned to Madison barracks in this area, resulting from the Patriot

Wars in Canada.

In the late 1800's and early 1900's the Watertown Chamber of Commerce,

realizing that the Army was looking for training areas in northern New York,

lobbied to establish a training area along the Black River near Felts Mills, Great

Bend and Black River Village. In 1909, after favorable reports from Brigadier

General Frederick Bent Grant (son of US Grant) who trained in the Pine Plains in

1908, resulted in 10,000 acres purchased by the US Government.

In 1935, a major successful training exercise involving thirty-six thousand,

five hundred soldiers, deploying by rail into the area, convinced the War

Department to purchase another 9,000 acres. As World War II began, Camp

Pine was expanded by 75,000 acres displacing farms and towns. With the government purchase of the land, major construction began. In ten months and with 20 million dollars, eight hundred buildings were constructed on Pine Camp; 240 barracks, 84 mess halls, 86 storehouses, 58 warehouses, 27 officer quarters, 22 headquarters buildings, and 99 recreational buildings as well as guardhouses and a hospital.

By the end of World War II, the 45th Infantry, 5th Armored Division and General Patton's 4th Armored Division had trained at Pine Camp. The post also served as a prisoner of war camp.

Pine Camp was named Camp Drum in 1951 after the First Army Commander in World War II, LT GEN Hugh A. Drum. In the 1950's and 1960's active, reserve and national guard units continued to train at Camp Drum. In 1974 a permanent garrison was assigned and the post was redesignated Fort Drum. From 1980 to 1983 the 76th Engineer Battalion moved from Fort Meade to Fort Drum.

On 11 September 1984, the Department of the Army announced that Fort Drum would become the home to the 10th Light Infantry Division. The first soldiers arrived in December 1984 and the 10th Mountain Division (Light Infantry) was activated on 13 February 1985. From 1986 to 1992, 130 new buildings, 4,272 sets of family quarters and thirty-five miles of road at a cost of 1.3 billion dollars were built. Finally, the New York Army National Guard 27th Infantry Brigade was designated the 10th Mountain Division roundout Brigade on 4 January 1985 with the division coming to full strength in 1989.

Today, Fort Drum consists of 107,265 acres. It's mission includes command of active component units assigned to the installation, providing administrative and logistical support to tenant units, support to active and reserve units from all services in training at Fort Drum, and planning and support for the mobilization and training of almost 80,000 troops annually.[24]

The 10th Mountain Division's (LI) mission is to maintain a light infantry division trained and ready to deploy, by air, sea and land, anywhere in the world and prepared to fight upon arrival and win. The division is required to task organize and deploy a brigade task force within 96 hours of notification and a reinforced rifle company within 24 hours.[25]
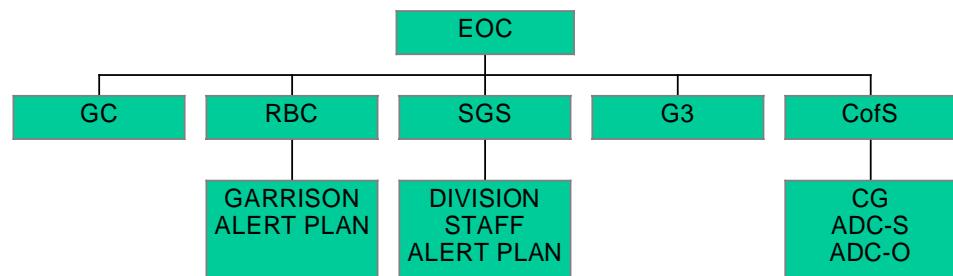
The divisions readiness guidelines developed from experience and previous deployments is; as alerted, to prepare for employment, as there is no time to train. All available time is used for troop leading procedures, formulating and backbriefing the ground tactical plan, landing plan and air/sea movement plan.

In order to facilitate this concept the 10th Mountain Division whose Division Commander is also the Installation Commander has formulated a detailed Readiness Standing Operating Procedure(RSOP). The title delineates that this procedure is a team effort; 10th Mountain Division (Light Infantry) and Fort Drum Regulation 500-3, RSOP, April 1999. In this document is incorporated responsibilities and the proponent who is to execute these actions. The author's research finds that the Garrison Commander and staff are directly involved from start to finish in supporting the division deployment, support to soldiers, family

members, and civilians left behind and redeployment. The delineation of Fort Drum in the RSOP title implies the elements of the United States Army Garrison and tenant units, such as the MEDDAC that provide support.

The Garrison at Fort Drum is structured in accordance with the XVIII Airborne Corps model of a most efficient organization. There is the 0-6 level Garrison Commander, a Civilian Deputy and a Command Sergeant Major in the command group. The staff consists of a Civilian Personnel Advisory Center (CPAC), Directorates of Community Activities (DCA), Contracting (DOC), Emergency Services (ES), Logistics (DOL) and Public Works (DPW). Additionally, the Garrison contains an Equal Employment Opportunity (EEO), Equal Opportunity (EO), Installation Business, Command Chaplain, Information Technology, Public Affairs Officer (PAO) and a Readiness Business Center (RBC) which previously was the Directorate of Plans, Training, Mobilization and Security (DPTMS). Upon alert and deployment of the 10th Mountain Division all garrisons elements are involved in supporting.[26]

During an initial alert with the potential for deployment, the Emergency Operations Center alerts the Chain of Command as shown:

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                          ┌──────────┐
                          │   EOC    │
                          └──────────┘
    ┌──────┬───────────┬──────┴──────┬─────────┬──────────┐
 ┌──────┐ ┌──────┐ ┌──────┐     ┌──────┐  ┌──────┐
 │  GC  │ │ RBC  │ │ SGS  │     │  G3  │  │ CofS │
 └──────┘ └──────┘ └──────┘     └──────┘  └──────┘
              │        │                        │
        ┌──────────┐ ┌──────────┐        ┌──────────┐
        │ GARRISON │ │ DIVISION │        │   CG     │
        │  ALERT   │ │  STAFF   │        │  ADC-S   │
        │  PLAN    │ │  ALERT   │        │  ADC-O   │
        └──────────┘ │  PLAN    │        └──────────┘
                     └──────────┘
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The Fort Drum Garrison Commander is alerted immediately as well as the Readiness Business Center that puts into motion the Garrison Alert Plan in order to support the 10th Mountain divisions preparation and deployment. Additionally, the Readiness Business Center is responsible for the EOC's overall supervision, activation, organization and operation. The RBC operates a garrison C2 system the Global Command and Control System (GCCS) that tracks units status and mobilization reporting.

The bottom line is the garrison is involved right up front in the deployment operation. The EOC is a combined venture between the 10th Mountain Division and the Garrison, as each provide staff and directorate representatives. The RBC and Directorate of Logistics with its Installation Transportation Office and Supply and Services Division participate early in the deployment process. Throughout the garrison the Information Technology section ensures communication systems are operational. During contingency operations the EOC falls under the control of the ACofS, G3, again displaying the team effort between the warfighting unit and the garrison.[27]

After establishment of the EOC, the Readiness Business Center ensures a movement control center is operational to control and coordinate outload support for the X-hour sequence. They ensure an airflow schedule is published and the time phased force deployment data (TPFDD) is disseminated to the Division and Garrison staffs in order that appropriate support is coordinated.

The RBC's, Combat Readiness Training Division operates two daylight weapons zeroing and qualification ranges for deploying units who need them.

The Garrison Aviation Division ensures the airfield and base operations are opened and staffed with air traffic controllers to operate twenty-four hours. The runways, taxiways, and parking areas are cleared of snow by the Directorate of Pubic Works. The appropriate airfield approaches and airfield runway information to include transient alert is sent thru channels to support the operation. Additionally, they publish an aircraft parking plan and aircraft movement control plan.[28]

The Fort Drum Garrison, Directorate of Logistics is an integral player in deploying the 10th Mountain Division. This staff section is directly involved in transportation coordination for the outload. The DOL coordinates with the Military Traffic Management Command (MTMC) for movement of equipment and personnel by commercial carrier. They provide non tactical vehicles and bus support. A transportation representative works at the alert holding area to issue convoy clearances, special hauling permits, maps, convoy briefings and toll tickets. They coordinate convoy clearances with the state government. The DOL establishs the Installation Movement Control Center (IMCC) in the Emergency Operation Center with the movement control office to coordinate personnel and equipment movement.

At the departure airfield the Directorate of Logistics Transportation Division establishes the Arrival/Departure Airfield Control Group (A/DACG) and works with the tank/airlift control element to ensure efficient loading and airflow.[29]

Finally, a critical transportation piece for most installations, but specifically for Fort Drum, based on its location is the railhead. The Garrison Transportation

Division supervises and controls the railhead and rail loading plan as well as ordering the railcars. They coordinate with the civilian rail line, Conrail, for the placement of railcars. The ITO provides command and control of the railhead to include interfacing with the tactical units and the Conrail inspectors. The transportation division additionally provides technical assistance and guidance and the material handling equipment (MHE), such as forklifts to the warfighting unit. Finally, the transportation office accounts for the railcars, and equipment and provides the appropriate documentation.[30]

Throughout the alert, outload and deployment phase the Readiness Business Center and Directorate of Logistics have the majority of responsibilities to support the 10th Mountain Division (LI), however other elements of the garrison staff are in direct support. The Directorate of Pubic Works ensures the facilities are maintained and operational. At Fort Drum they have a large responsibility in snow removal on the streets and roads for obvious movement but also for the airfield and railhead, alert holding area, ammunition supply point, warehouses and the Troop Issue Subsistence Activity for ration distribution. Additionally, the Directorate of Public Works provides materials for the outload and deployment, such as wood to units for blocking at the railhead.[31]

The garrison Directorate of Emergency Services assists the 10th Mountain Division deployment, facilitating convoy movements by setting up traffic control points. Additionally, they enhance force protection requirements by increased post control and access.

The Directorate of Contracting assists the other garrison directorates by coordinating contracts for movement and supplies.

The Garrison Headquarters Company maintains information on their assigned and attached personnel regarding deployment status. Members of the garrison unit may be assigned to the 10th Mountain Division to fill military occupational specialty shortages. Additionally, the Headquarters Company may receive non-deployable members of the 10th Mountain Division to the garrison.[32]

During deployment the U.S. Army Garrison, Fort Drum continues with support to the 10th Mountain Division for soldiers, family member and civilian stay behind personnel. The major staff element involved is the Directorate of Community Activities. The DCA is continually, before, during and after, preparing families for deployments. They do this through a number of venues. At Appendix B is Chapter Three of Fort Drum's Family Readiness Guide. This document is designed to help families help themselves. It provides predeployment planning information on relationships with rear detachments, as well as preparing children, and providing checklists to assist spouses. During deployment part of the guide provides spouses with deployment tips, staying in touch, helping the children cope with separation and what feelings a person encounters during the stages of separation. Finally, the document provides thoughts on preparing for reunion and the reunion at post deployment.

The DCA additionally coordinates thru the G-1 and G-3 to provide rear detachment commanders training on subjects of value to serve effectively as stay behind commanders. The Garrison DCA provides classes to spouses and family

members on parenting, stress and anger management and other deployment subjects. They additionally train school administrators and children to make them sensitive to family members concerns during deployment and how they can help.

Finally, the Garrison DCA works to provide support for e-mail from families to soldiers. They assist Family Readiness Groups, Town Hall meetings, and AFTB classes. The DCA is an essential element in supporting the family members and community who stay behind.[33]

Other elements of the Fort Drum Garrison continue operating the installation as normal during deployments with some modifications. The Directorate of Logistics works to consolidate in coordination with the 10th Mountain Division Rear, dining facilities and motor pools. This may result in providing transportation to the stay behind soldiers as distances increase to conduct daily work. Additionally, family members are authorized to subsist in the dining facilities as units deploy.

The Directorate of Public Works adjusts operations by monitoring empty quarters and facilities. Weekly walk thrus of these areas are conducted. They deactivate and "moth ball" vacant facilities. Additionally, they prioritize housing to soldiers who may immediately deploy.

The Garrison Information Technology directorate works closely with Family Readiness Groups to provide them equipment to operate as well as establish communication networks for deployed soldiers and families.[34]

Upon redeployment the Garrison Staff supports reunion preparation and ceremonies. As was conducted during deployment, each directorate and the commander supports the redeploying 10th Mountain Division in a reverse sequence from the responsibilities mentioned earlier in the monograph chapter.

Without question the 10th Mountain Division (LI) and the U.S. Army Garrison, Fort Drum meets the Army strategy of a seamless relationship between the warfighting unit and power projection platform. The installation, and garrison at Fort Drum, supports predeployment, deployment, stay behind families, civilians, soldiers and redeployment.

Over the last decade the 10th Mountain Division (LI) factually experienced the tactical and operational action of deployment and redeployment. Immediately following Desert Storm, from 1991-1993 elements of the 10th Mountain Division (LI) participated in Operation Restore Hope in Somalia. Additionally, on 19 September 1994 a Brigade Combat Team secured Port-au Prince International Airport in Haiti as part of JTF 190 and Task Force Mountain. Follow on forces arrived between 20 and 28 September with the 2nd Brigade Combat Team securing the town of Cap Haitian.

Throughout the past decade numerous Joint Readiness Training Center rotations have occurred in Conus, resulting in mobilization, deployment and redeployment actions of the division and post. In May 1999, Task Force Mountain deployed to Ft, Polk Louisiana to conduct a Mission Readiness Exercise (MRE) in preparation for deployment to Bosnia. Division elements deployed to Bosnia in late summer of 1999 to return to Ft Drum in 2000. The unit

is planning near future deployments to the Balkan area, Sinai, Egypt, throughout Conus and prepares for any contingencies.

Throughout these deployments/redeployments a consolidated team effort between the 10th Mountain Division (LI) and the United States Army Garrison, Ft Drum resulted in successful deployment, care for stay behind personnel and families and redeployment. The actions listed doctrinally as well in the post and divisions readiness documents did occur.

The barriers between the tactical unit and the sustaining base activity are no where to be found at Ft. Drum. The Garrison Commander is an intregal part of the Command Group. This is evidenced in EOC operations but also in day to day activities, the Commanding General can access not only the Division Chief of Staffs Office from his own, but also the Garrison Commander, they are attached. This enhances the team work as articulated by the commander, the Garrison leads the deployment activities on the two Brigade, light Infantry post. For example, written in many of the civilian employees job descriptions is the additional duties of support to the deploying force. This allows the Garrison Commander to move a daily worker at the Directorate of Public Works to the Transportation Division during deployment to assist at the departure airfield or other locations. Ft. Drum truly meets the first goal of installation strategy to reshape installations to meet power projection specifications.[35]

CHAPTER 5

104TH AREA SUPPORT GROUP (ASG) AND THE 1ST ARMORED DIVISION

Located forty minutes by vehicle, northeast of Frankfurt, in Central

Germany is the 104th Area Support Group. Supporting more than 50,000

soldiers, civilians, family members and retirees the 104th ASG consists of five

Base Support Battalion (BSBs) the 221st BSB in Weisbaiden, the 222nd BSB in

Baumholder, the 284th BSB in Geissen, with an Area Support Team (AST) in

Friedberg and housing areas in Butzback and Bad Nauheim, the 410th BSB in

Bad Kreuznack with an AST at Dexheim and the 414th BSB in Hanau, supporting

Buedingen and Gelnhausen. This Area Support Group is one of the largest in

the U.S. Army.[36]

The 104th ASG's roots can be traced back to the U.S. occupation zone in

Germany and Austria at the conclusion of World War II. Hanau, Frankfurt and

Darmstadt were part of the 112 communities in 97 major metropolitan areas

selected for occupation. These areas were chosen by the occupying force as

they required the least amount of construction before soldiers inhabited them.

In 1972 after a base support organization and functions study called

"Project Chase," U.S. Army Europe established the community commander

concept. Later in 1974, Hanau, Frankfurt and Darmstadt were established with V

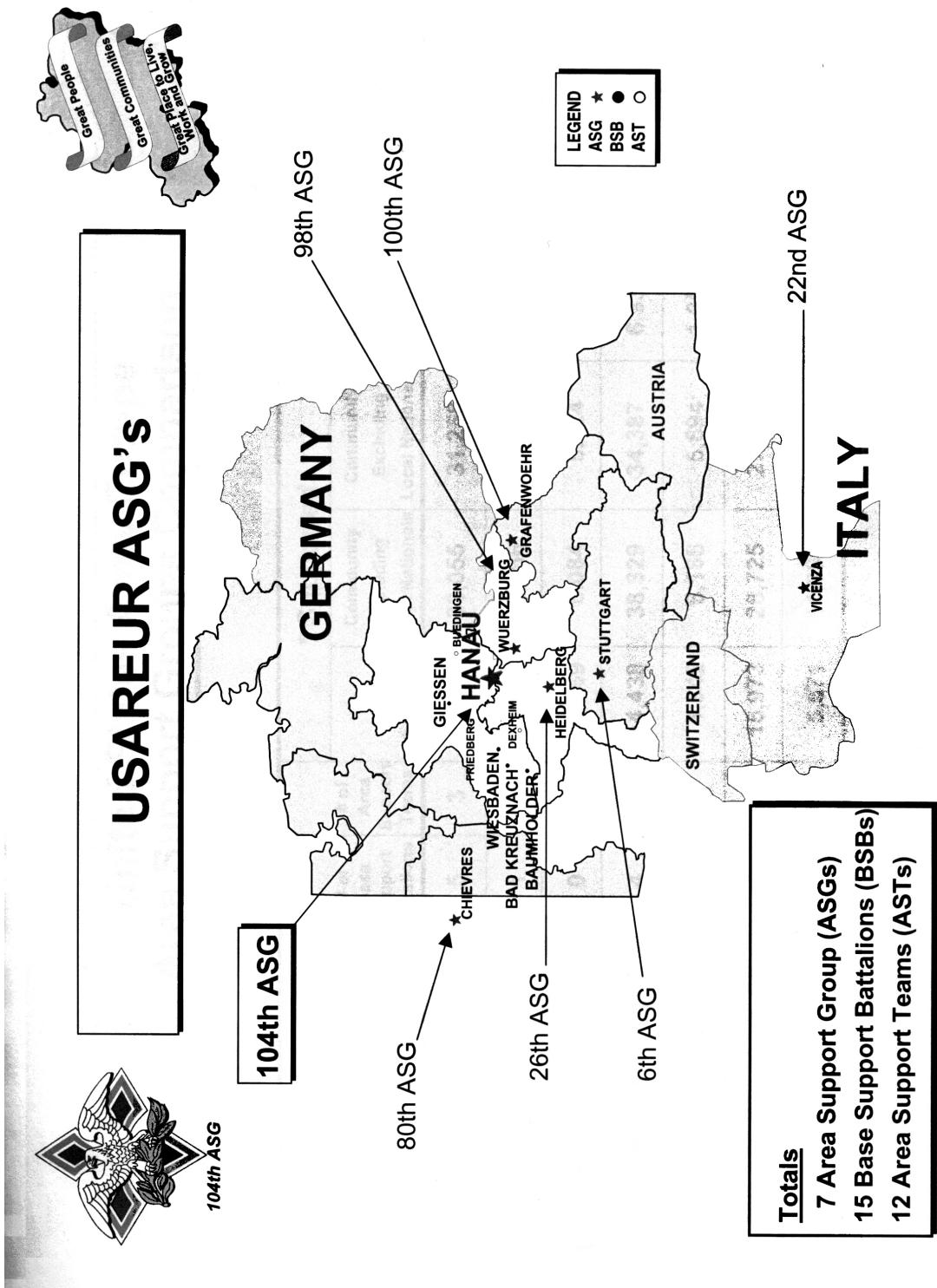Corps in Frankfurt as the higher headquarters.

With the fall of the Berlin Wall and collapse of the Soviet Union, as

addressed in Chapter 1, a need to restructure base operations in Europe became

evident. As outlined in Chapter 2 of the monograph, with the formalization of
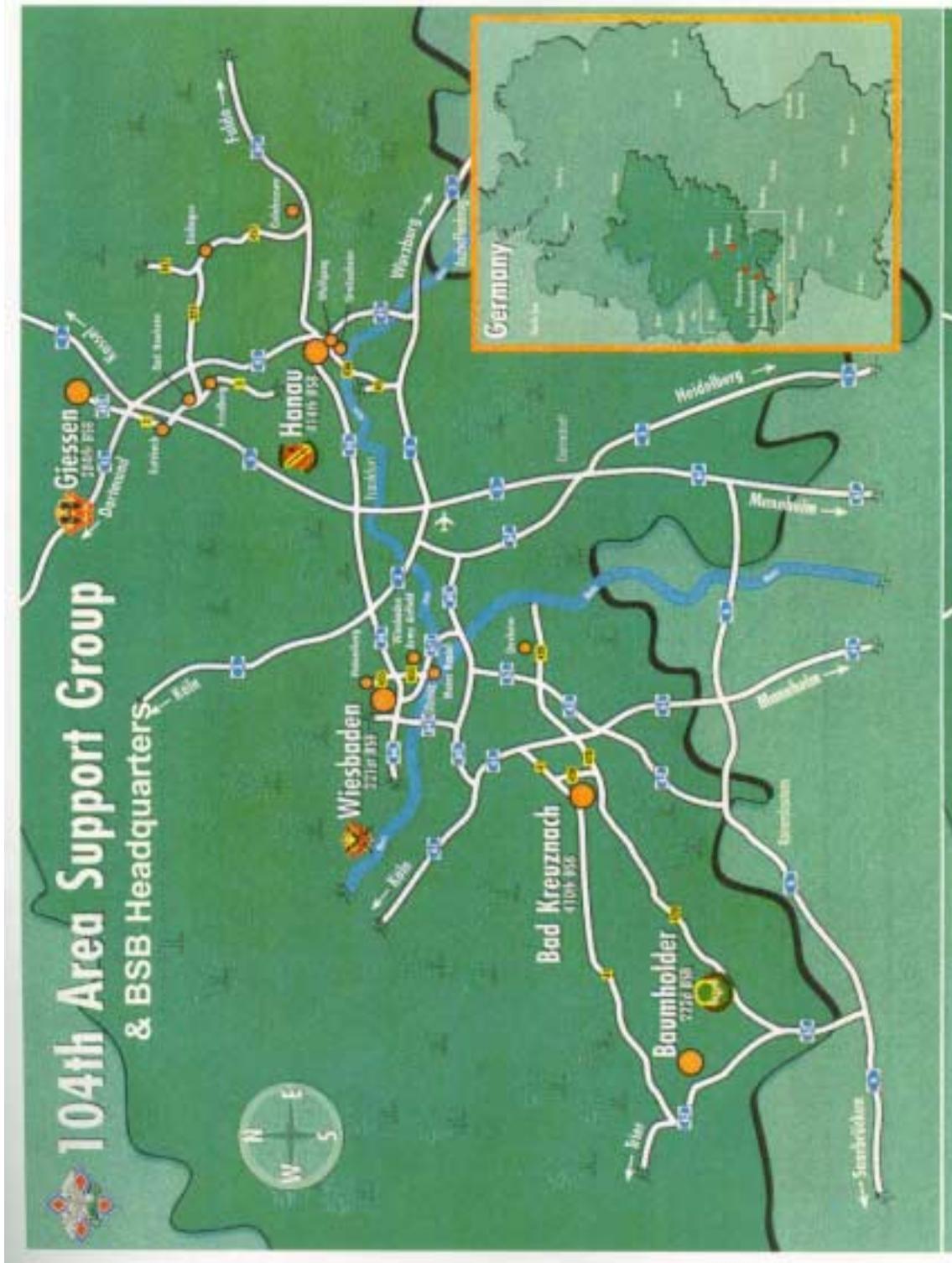
installation management, troop reductions in Europe and the power projection

platform strategy developing, USAREUR developed the "community command

plan" in 1990. This entailed downsizing and consolidating installation operations,

and getting the tactical commander out of the base operations business. The

result of this reorganization was the establishment of ASG's, with the 104th ASG

being activated in October 1991. The 104th ASG in Hanau, known as the

"Frontier Region" had Base Support Battalions in Geissen and Fulda.

The continuing drawdown in Europe resulted in the 104th assuming

command of the 418th BSB in Frankfurt and the 233rd in Darmstadt in October

1993. Simultaneously, they deactivated the 220th BSB at Fulda and the 234th at

Geissen.

With the relocation of V U.S. Corps headquarters to Heidelburg, Germany,

the 103rd ASG in Frankfurt and the 418th BSB in Frankfurt were deactivated in

June 1995. Later the 284th BSB in Geissen was reactivated.

The present configuration of the 104th ASG began on 1 October 1997. In

order to realize efficiencies for Base Support Operations and to simplify planning

and coordination with the host nation for deployments, the 104th ASG assumed

command of other BSB's following the 53rd ASG's deactivation at Bad

Kreuzanach on 30 September 1997. The 221st BSB in Weisbaden, the 222nd

BSB in Baumholder and the 410th BSB in Bad Kreuznach fell under the 104th.

The 233rd BSB realigned with the 26th ASG on 1 October 1998.[37] The present

configuration of the Area Support Groups in Europe and the 104th ASG in Central

Germany are:

USAREUR ASG's

104th ASG

104th ASG

GERMANY

98th ASG

100th ASG

22nd ASG

AUSTRIA

ITALY

SWITZERLAND

GRAFENWOEHR

WUERZBURG

BÜDINGEN

HANAU

GIESSEN

FRIEDBERG

DEXHEIM

WIESBADEN.

BAD KREUZNACH*

BAUMHOLDER*

HEIDELBERG

STUTTGART

CHIEVRES

VICENZA

104th ASG

80th ASG

26th ASG

6th ASG

Totals
7 Area Support Group (ASGs)
15 Base Support Battalions (BSBs)
12 Area Support Teams (ASTs)

Great People
Great Communities
Great Place to Live,
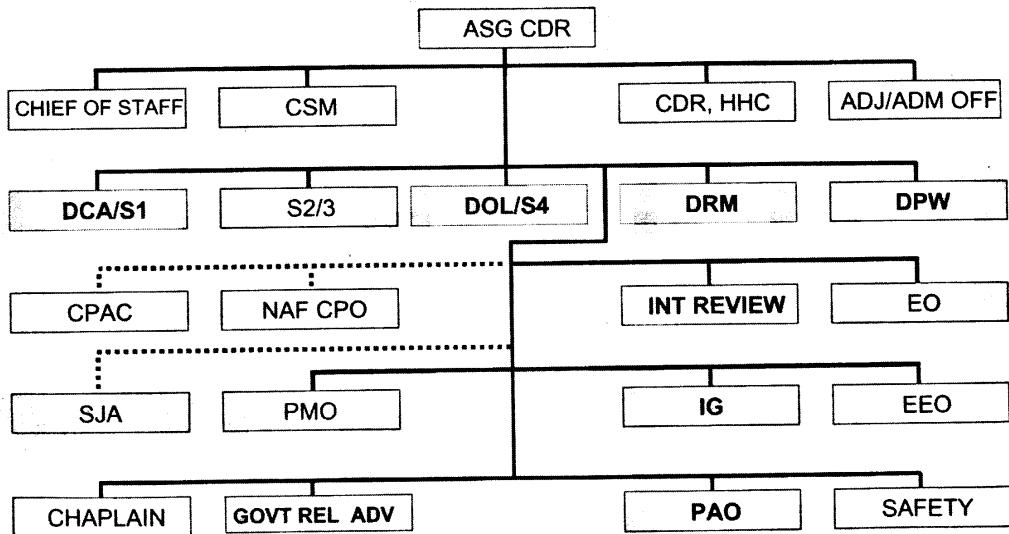Work and Grow

104th Area Support Group & BSB Headquarters

The 104th ASG is organized in a similar manner as other Area Support Groups overseas. The main difference between CONUS based Garrisons and overseas Area Support Groups is the heavier military manpower in the Area Support Group and the diverse geography, the ASG covers. Additionally, the 104th Area Support Group has not adopted the Readiness Business Center concept and still has an S-2 Intelligence and S-3 Operations Center.

The 104th ASG is commanded by an O-6, centrally selected colonel, assisted directly by a Command Sergeant Major and a Civilian Deputy, titled the Chief of Staff. The primary staff consists of a Director of Community Activities (DCA), S2/3 Plans, Training, Mobilization and Security (DPTMS), the Directorate of Logistics (DOL), Resource Management (RM), Public Works (DPW). There is also an Internal Review (IR), Inspector General (IG), Public Affairs (PAO), Provost Marshall (PMO), Equal Opportunity (EO), Equal Employment Opportunity (EEO), Safety and Chaplain's office. Unique to ASG's overseas, there is a Government Relations Advisor to the commander to assist with coordination of events and operations with the host nation government. Finally, a Staff Judge Advocate and Civilian Personnel Action Center round out the 104th ASG staff to support the community. The present 104th ASG organization is:

ASG Organization

104th ASG

ASG CDR

CHIEF OF STAFF | CSM | CDR, HHC | ADJ/ADM OFF

DCA/S1 | S2/3 | DOL/S4 | DRM | DPW

CPAC | NAF CPO | INT REVIEW | EO

SJA | PMO | IG | EEO

CHAPLAIN | GOVT REL ADV | PAO | SAFETY

COL Imholte (322-1300)   imholted@104asgexch.hanau.army.mil   13 June 00   20

The main tactical unit or customer within the 104th Area Support Groups area of responsibility is the 1st Armored Division. The five Base Support Battalion's, subordinate to the 104th ASG, provide service and support to 70% of the 1st Armored Division units, 14% to V Corps and 16% to USAREUR and other tenants. Total troop strengths in the ASG footprint is 18,306 with a total population, including retirees, families and Department of the Army Civilians is 49,306.[38] The units that the 104th ASG supports, are continually deploying, and redeploying to Bosnia, Kosovo, training areas in Germany and other countries within the European Command Area of Responsibility.

The author's research of the 104th ASG and U.S. Army Europe is that the Base Support Battalions and 104 ASG do support the 1st Armored Division's

deployments, installation operations for stay behind forces, families and redeployment. Within the 104th ASG's mission statement, presented in the command brief is: "to plan for and execute deployment/redeployment support, reception, onward movement, and integration of forces in and out of the AOR. On order become OPCON to the CG, 21st TSC (Prov), to support deployment and redeployment operations. On the ASG Mission Essential Task List, bullet number three is to conduct power projection operation's (deployment support and RSOI); expand area support for contemporary operations as required.[39]

Finally, the 104th Area Support Group has developed a vision to shape the future. Part of that vision is to be the USAREUR benchmark for strategic power projection and sustainment base for Army XXI.[40] The 104th ASG in published literature within mission, METL and vision does have a responsibility for deployment and redeployment of the warfighting units as articulated by the command.

The principle overarching document in U.S. Army Europe (USAREUR) for deployment and redeployment is USAREUR Regulation 525-1, Deployment Regulation. Presently the document in final draft, outlines responsibilities for the warfighter as well as the ASG's and BSB's during deployment, stay behind operations and redeployment.

The regulation states:

USAREUR must be a strategic projection force prepared to rapidly and effectively deploy and sustain military power anywhere in the world ready to respond across the full spectrum of operations and able to adapt quickly to the environment in which we operate; becoming a forward platform that enhances and augments the Total Army's capability to respond to crises worldwide. A strategic projection force is characterized by strategic responsiveness. We will

develop, structure, train, exercise, and station our forces based on a modular concept. This method will allow us to rapidly tailor, deploy, and sustain joint, lethal, early entry forces and follow-on decisive forces designed to accomplish a specific mission. The concept has three elements: a phased concept of operations, force packages, and strategic platforms.[41]

Upon initial alert for a contingency operations USAREUR headquarters issues a message that places the ASG's/BSB''s under operational control of the 21st Theater Support Command (TSC). This arrangement is made as the 21st TSC is the senior support command that directs assets to support deployment ie. Rail. Etc. Upon becoming OPCON to the 21st TSC the ASG's/BSB's prepare and maintain battle books for deployment support sites and activities in the area of responsibility. They provide deployment support to tenant units within capabilities and for units passing through their AOR. The ASG's/BSB's plan for and execute deployment support operations, community transition activities, rear detachment support security and RSO & I Operations as directed by USAEUR. Additionally, they ensure Hazardous Material Certification occurs for subordinate units. Finally, the ASG/BSB's establish a Deployment Operations Center (DOC) that commands and controls deployment support sites throughout the AOR. These sites operate processing centers that co-locate with personnel holding areas to conduct manifest operations. This includes weighing soldiers and equipment, and operating the TACCS/laptop/PC to build a final manifest. The ASG's/BSB's throughout the deployment area of responsibility operate the railheads in coordination with the warfighting units and the 21st TSC. Ground transportation for deploying units is coordinated by the ASG/BSB's Branch Movement Control Teams (BMCT) to the Ports of Embarkation (POE).

Finally, the ASG/BSB, Directorate of Community Activities provides sports/games kits, library paperbound books, health and comfort packs and coordinates with the Red Cross emergency message service for deploying units.

During deployments, the ASG's/BSB's are involved in similar support covered in Chapter 4 on Fort Drum. Community transition operations are a main activity for the stay behind soldiers, family members, and retirees. Unlike a single CONUS installation, many of the posts in the 104th ASG's area as outlined are dispersed in small Kassernes.

The ASG/BSB Directorate of Public Works/Housing dedicates much support to assisting families during deployment. If a soldier is to be gone for six months, families may relocate at their own expense to the United States. The ASGs/BSB's allow these families to retain their quarters. The families must coordinate for a point of contact with a power of attorney who will be responsible to housing and the Rear Detachment Commander (RDC).

The Directorate of Community Activities provides facilities and programs to support the stay behind soldiers, families and retirees. This includes the same programs as Fort Drum, stress management and education on the problems of being separated.

A main difference between an overseas ASG/BSB and stateside garrison is the responsibility for the Non-Combatant Evacuation Operations (NEO). USEUR Regulation 525-27, Non-combatant Evacuation Operations, dated 24 October 1995, outlines these responsibilities. While the warfighting units are deployed, the ASGs and BSBs must continue planning, training and operations

to consolidate non-combatants, process/manifest these personnel for movement and evacuate if necessary family members, retirees and civilians to safety.[42]

Finally, the ASG's/BSB's support redeployment through reunion planning and execution, as well as post reunion support. The ASG/BSB staffs support the redeployment executing those tasks done in deployment in reverse.

The tactical and operational action of deploying and redeploying has been conducted by the 1st Armored Division supported by the 104th Area Support Group recently. Routine deployments to the Hohenfels and Grafewoehr training area supported by the 104th and the TSC occur. Due to the distances and fact that the 1AD is a heavy division rail is the primary means of movement. Additionally, the 1AD has been instrumental in operations in Bosnia, and now to Kosovo. The deployments are occurring, routinely and will continue to occur. Throughout these operations the 104th ASG provided doctrinal support listed in Chapter Three as well as the support outlined in the USEUR Regulation 525-1 Deployment. This is a seamless relationship between the warfighting unit and the power projection platform, the ASG and BSB. The 104th Area Support Group supports predeployment, deployment, stay behind families, civilians, soldiers and redeployment.

The support provided to the 1st AD by the Base Support Battalion and the 104th Area Support Group meet the army's vision of reshaped installations meeting power projection specifications.[43]

CHAPTER 6

CONCLUSION

At this moment in history, the United States is called upon to lead –
to marshal the forces of freedom and progress; to channel the energies of
the global economy into lasting prosperity; to reinforce our democratic
ideals and values; to enhance American security and global peace. We
owe it to our children and grandchildren to meet these challenges and
build better and safer world.[44]

The previous quotation from the National Security Strategy, coupled with

the concepts of "Global Meliorism," the aim to make the world democratic, and

globalization, ensures United States military forces remain engaged overseas in

support of United States national interests. Inherent in the strategy of

engagement, as demonstrated in Chapter One is the fact that major deployments

over the last eleven years compared to the years from 1950 to 1989 have more

than tripled.[45] The result is U.S. Army units deploying, leaving family members

behind who may need assistance and units redeploying.

Chapters Two and Three outlined the Armies strategy of formalizing

installation management for efficiencies as well as to satisfy the vision of

installations as power projection platforms to support deployment/redeployment.

Doctrinally, the commonality of formalizing Installation Management by

inspection teams, the ACSIM, the CSA as well as written sources is that the

boundary between the tactical unit and the sustaining base activity should

disappear, and the Installation Power Projection Platform (Garrison,

ASG's/BSB's) assume an active role in the welfare of the deployed force.

Reshape installations to meet power projection specifications.

Chapters Four and Five using a Conus and Oconus based paradigm prove that Garrisons and Area Support Groups are working hand and hand with tactical units in the field to support their deployment and redeployment operations. The two units researched and presented have forced the boundary between tactical and sustaining base activities to disappear and the installation power projection platforms have assumed an active role in the welfare of deployed operating forces.[46] These units unequivocally follow the vision outlined in Joint, Army and Installation Vision 2010. Additionally, these elements implement the actions outlined in FM 100-22, Installation Management, Chapter 5.

The factors outlined in this monograph and summarized in this chapter answer the monograph question in a positive manner. Previous doctrine, current doctrine and current actions stateside and oconus prove that Garrisons and Area Support Groups/Base Support Battalions support warfighting units deployments/ redeployments.

This authors recommendation is that Chapter 5, of FM 100-25, Installation Management printed in the 11 October 1994 continue to be part of any updated manual. Deployment/redeployment support is the first priority of a Garrison, Area Support Group/Base Support Battalion Commander and the presence of the text in the manual is appropriate to emphasize the importance to Installation Managers and Commanders.

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[26]Department of the Army, Ft. Drum Website, <u>Garrison Staff</u>, 2001, available from www.drum.army.mil.

[27]Department of the Army, <u>10th Mountain Division (Light Infantry) and Fort Drum Reg 500-3, RSOP April 1999</u>, 1-1 - 1-11.

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[29]Ibid., 6-2 = 6-3.

[30]Ibid., 6-17.

[31]Ibid., 6-4.

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[35]Interview with <u>Colonel John J. Kelly, Commander, U.S. Army Garrison, Ft. Drum</u>, 26 Apr 01.

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APPENDIX A

CHAPTER 5

Mobilization, Deployment, Redeployment, and Demobilization (MDRD)

This chapter provides a broad framework for a general understanding of mobilization, deployment, sustainment, redeployment, and demobilization functions at the installation. FM 100-17 contains detailed information on MDRD.

MDRD ORGANIZATION

Many civil and military organizations share the responsibilities for conducting MDRD operations. Beginning with the Commander-in-Chief, and concluding with the commanders of individual military units, the MDRD process is a complex undertaking that requires coordination among the executing and supporting commands.

Within the MDRD organizational structure, installations may be assigned additional duties as mobilization stations (MS), CONUS Replacement Centers (CRC), coordinating installations (CI), supporting installations (SI), demobilization stations (DMS), or any combination of these duties. The primary responsibility of a MS/DMS is to receive, accession, house, command, support, train, redistribute resources and validate units for deployment. They also prepare for and support deployment of the active component (AC) and mobilizing units and individuals.

CIs are designated points of contact for off-post units and activities seeking to obtain necessary support. CIs must also identify where this support comes from. SIs provide the actual support to off-post units and activities. DMS and CDCs complete the outprocessing of units and individuals being separated or released from active duty and returning to reserve status.

Force projection operations will be conducted from CONUS or forward-presence locations in response to directions from the National Command Authorities. The massing of Army combat power will rely on the Army's ability to mobilize, deploy, and sustain a crisis response force and reinforcing forces, if required.

CONTENTS

In order for the Army to meet its force projection mission, the installation must be prepared to serve as the force projection platform. Therefore, the installation must have the capability to:

- Safely mobilize, receive, house, process, validate, deploy, and sustain remaining forces, follow on units and family support groups.
- Assist in reception in CONUS as the force shifts MRE priority and redeployment of forces.
- Maintain installation support requirements for the remaining military community after deployment.

When serving as a force projection platform, the installation must be prepared to support the increased information communication requirements that will occur. Installations will face a flood of news media representatives and a surge in queries for information from the press and the public. A broad spectrum of internal information requirements will arise. This increased information communication mission will start at the alert phase and continue through the end of demobilization. Installation commanders must be prepared to provide maximum information with minimum delay within the bounds of OPSEC. They must ensure that public affairs considerations are incorporated in all MDRD planning and activity.

MOBILIZATION PHASES

The national military strategy places an enormous premium on the capability of the United States to generate forces. For the US Army, mobilization is the process by which it provides the supported combatant commander with three basic components required for mission accomplishment:

- Force (units).
- Manpower (individuals).
- Logistics support.

Mobilization is a phased process designed to develop sequentially but upon execution may occur concurrently and continuously. It is designed to rapidly expand and enhance the response capability of the Army in support of a crisis or natural disaster. Mobilization affects both the active component and reserve component structures.

There are five phases of mobilization:

- Planning.
- Alert.
- Home station.
- MS.
- Port of embarkation. For AC Phase III and IV are the same as HS is their full time location. See Figure 5-1. The installation is involved in all phases.

PHASE I: PLANNING

This phase concerns all AC and RC efforts *at all levels* during peacetime to plan and train for assigned wartime tasks. The commander of each Army installation or activity should ensure that the installation mobilization plan addresses civilian support for the wartime mission of the installation and serviced tenant activities. The commander must review and update the MOBTDA annually. This ensures that the MOBTDA accurately reflects the civilian manpower, work load, and skill requirements necessary to accomplish the mobilization mission. To ensure adequate staffing is available to perform the mobilization mission, appropriate positions on the MOBTDA must be designated as key, emergency essential and cadre. Commanders must also conduct an annual screening of civilian employees to identify reservists and military retirees. Responsibility of this phase include—

- Maintaining and improving combat readiness posture.

- Preparing for operational missions to include deployment plans for AC.
- Preparing mobilization plans and files as directed by higher headquarters for RC.
- Providing required data to the RC.
- Ensuring unit movement data accuracy.
- Conducting mobilization and deployment training for RC.
- Conducting deployment training for AC.

Support planning for mobilization of units must consider the--

- Available resources.
- Operational requirements in concert with national strategy and regional contingencies.
- Training requirements as influenced by CAPSTONE and Directed Training Association (DTA).
- Equipment status.
- Reported readiness condition of the units to be mobilized.
- Impact of mobilization on the installation and deployable civilians.
- Impact of mobilization on soldiers.
- Impact of mobilization on families.
- Impact of mobilization on the community around and servicing the installation.

Units will experience different levels of readiness due to organizational changes, personnel posture, equipment transition, and training status. Reserve Component units may have some untrained soldiers awaiting initial entry training, split-option trainees, and other nonmilitary occupational specialty qualified soldiers. Planning includes replacements for nondeployables whose condition cannot be corrected before unit deployment. Commanders also must have a plan for replacing and determining the disposition of nondeployable soldiers.

Logistically, units may lack all authorized equipment and supplies and may be deficient in prescribed load lists (PLL) or have equipment serviceability deficiencies for which the installation must have a plan to resource.

ALERT **M-DATE** **M+____** **RLD** **ALD[1]**

PHASE I

PLANNING

MOBILIZATION
PLANNING

TRAINING

MOBEX[2]

MOB
CONFERENCE
AT MS

PHASE II

ALERT

NOTIFY UNIT

CHECK
PREPAREDNESS
TO MOVE

PROCESS
PERSONNEL

COORDINATE MS

MACOM/STARC
CROSS-LEVEL
EQUIPMENT &
PERSONNEL

PHASE III

HOME
STATION

INVENTORY
PROPERTY

MOVE
ADVANCED
PARTY

EXECUTE
MOVEMENT
PLAN

CONVOY

SI/CI
ASSISTANCE

COMMO
EN ROUTE

CONDUCT HS
TRAINING

PHASE IV

MOBILIZATION
STATION

MISSION ESSENTIAL
TRAINING

ACCESS TO RC
PERSONNEL &
RETIREES

CROSS-LEVEL
EQUIPMENT &
PERSONNEL

SRP/POM QUALIFY

VALIDATE
MISSION CAPABLE

REPORT
AVAILABLE FOR
MOVEMENT

UPDATE USR & PTSR[3]

TAILOR & UPDATE
DEL

MOVE ULN TO POE
BY CONVOY AND
COMMERCIAL
MOVEMENT

PHASE V

POEs

PORT CALL IAW
MOVEMENT
DIRECTIVE

PROCESS & SHIP
ULN

LEGEND:

1. Available-to-load date.
2. Mobilization, deployment, and employment training.
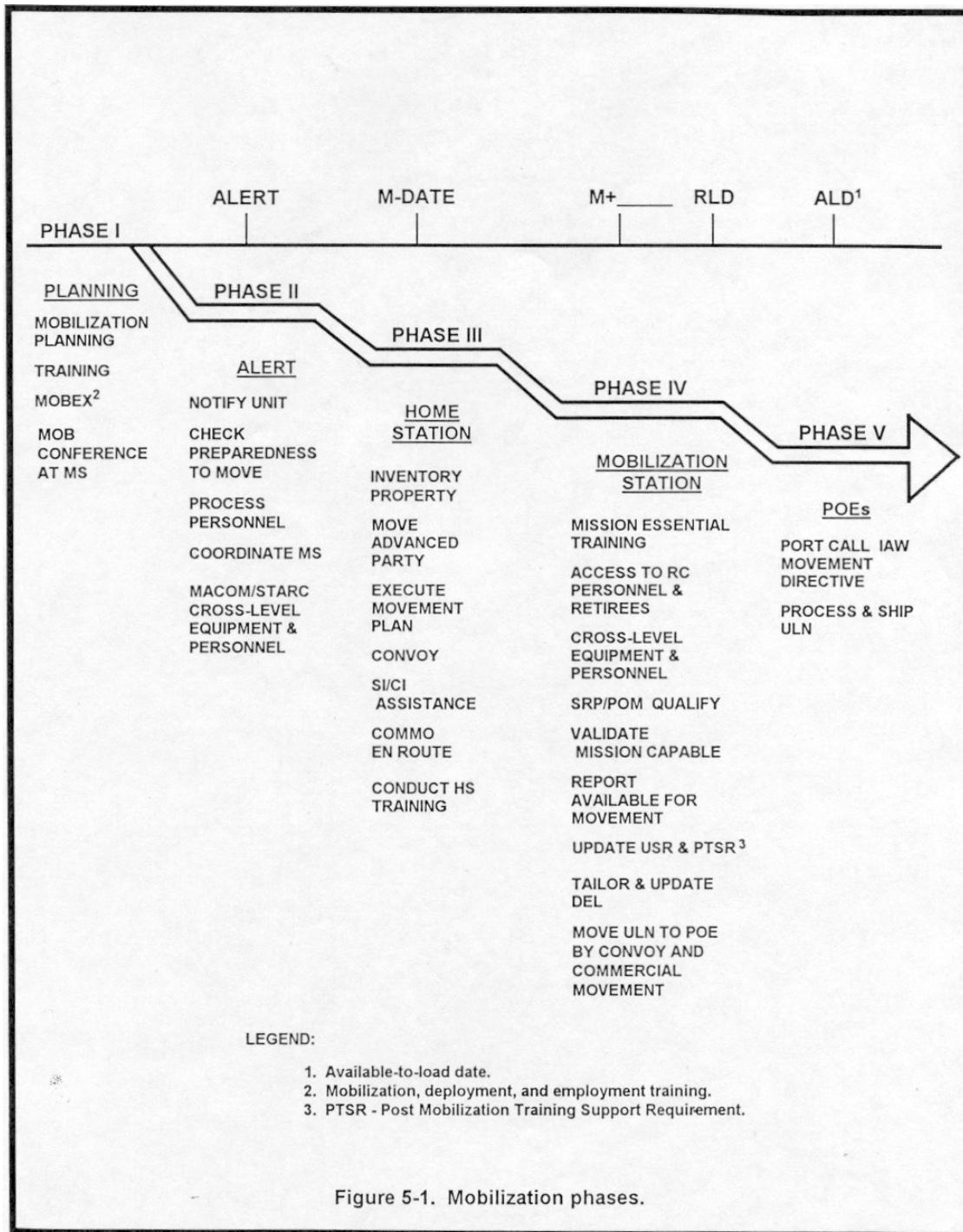3. PTSR - Post Mobilization Training Support Requirement.

Figure 5-1. Mobilization phases.

Installations must plan for equipment transition and training and the additional resources required to conduct training. MACOM directives should detail all administrative, logistics, and training actions required to manage units in peacetime and to transition RC units to active duty. Installations should plan to effectively use nondeployables in CONUS sustaining positions. Effective planning and preparation will ensure rapid mobilization and subsequent rapid deployment.

During the planning phase, each unit completes as many administrative and personnel processing actions as peacetime regulations permit before being ordered to active duty. For example, the unit should complete as many medical, dental, financial, and legal requirements as possible. For RC units, plans for follow-on phases must include-

- Completing administrative actions necessary to access reserve units into the active Army.
- Conducting unit movement planning to MS.
- Determining the status of units and how to improve them.

Garrison Commander planning for mobilization must include the following issues: split base operations, family support groups support, and command relationships with the Reserve units backfilling the installation. A critical component in planning for mobilization is the requirement to provide family support activities. Installation and unit commanders should implement and reevaluate family care plans. This will ensure adequate care for dependent family members of single parents, dual military service couples, and deployable mission-essential civilians. Continued family support is required not only for families of soldiers assigned to the installation, but also for families of RC soldiers, DA civilians, and other Service members. Active installations or family assistance centers established by other commands may assist these families.

Detailed guidance for planning the use and management of civilian personnel in support of military contingency operations is contained in AR 690-11. As an integral part of the mobilization planning process, commanders of Army installations and activities will:

- Ensure that mobilization planning adequately addresses civilian support of the wartime mission of the installation and serviced tenant activities. Particular emphasis should be placed on planning for the support issues relating to those Army civilians who will be required to deploy in support of military operations.
- Ensure that managers and CPOs have the resources needed to carry out their mobilization responsibilities.
- Review and update annually the MOBTDA to ensure that it accurately reflects the civilian manpower, work load, and skill requirements necessary to accomplish the mobilization mission (AR 310-49); and annually provide an update copy of the MOBTDA to the supporting CPO.
- Evaluate periodically the effectiveness of installation mobilization planning in addressing civilian issues, including those of serviced tenant activities.
- Organize and actively participate in periodic Recruiting Area Staffing Committee (RASC) meetings if the installation is within commuting distance of at least one other DOD installation.

PHASE II: ALERT

This phase begins when an AC or RC unit receives notice of a pending order. During this phase, State Area Commands (STARCs) and Army Reserve Commands continue to cross-level individuals within their state or region to bring alerted units to deployable status. When these commands initiate cross-leveling, they must notify the appropriate chain of command of the new unit status.

Actions to complete the administrative and personnel processing actions are continued during the alert phase. This phase ends with the effective date of mobilization at home station. DA, through the Personnel Command and the Army Reserve Personnel Center, will plan to fill individual requirements from the Individual Ready Reserve and Retired Reserve when the level of mobilization authorizes.

PHASE III: HOME STATION

This phase begins with the RC unit's entry on active federal duty or the AC's preparation for deployment. Inventory of unit property, dispatch of an advance party to the MS, and loading out--either on organic equipment or on designated movement vehicles which are provided through coordination with the State Area Command (STARC) defense movement coordinator (DMC), unit movement coordinator (UMC), Installation Transportation Officer (ITO), and MTMC.

During this phase, units take actions to speed transition to active duty status. In CONUS, units required to convoy to the MS request convoy approval from the state movement control center. It provides an approved convoy movement order using mobilization movement control. This phase ends when the RC unit arrives at the MS or the AC at the Point of Embarkation (POE) as a direct deployer.

PHASE IV: MOBILIZATION STATION

This phase begins when the RC unit arrives at the MS or mobilization site. For a deploying a unit, it encompasses all actions required to meet deployment unit validation criteria, resulting in assurance of the unit's mission capability. Non-deploying units may not move through a fully established MS and do not require validation and will be accessioned to active duty by an SI.

In CONUS, upon arrival of an RC unit, command of the unit passes, except in Army Special Operating Forces units, from the CONUSA to the installation or MS commander. Actions include processing personnel and equipment. Necessary individual and collective training are conducted and may vary as evaluations and circumstances dictate. To ensure sufficient time to accomplish all tasks, MS commanders should

verify any training and processing completed at the HS to prevent repeating it at the MS. The goal of the unit during this phase is to achieve mission capability in the shortest possible time.

All units must conduct and continually update soldier readiness processing (SRP) and processing for overseas movement (POM) activities. Unit preparation includes using the Transportation Coordinator Automated Command and Control Information System (TC ACCIS) to maintain and update unit movement data bases. This is for equipment and personnel deployment preparation activities.

This phase ends when the unit arrives at the POE.

PHASE V: PORT OF EMBARKATION

This phase begins with the arrival of the unit at the POE. Actions at the surface POE or air POE include preparing and loading equipment as well as manifesting and loading personnel. Designated MS commanders plan and operate marshaling areas for the POEs. This phase ends with the departure of personnel and equipment from the POE and command passes to the gaining CINC in the theater in accordance with the OPLAN in execution.

SUSTAINING BASE SUPPORT-FORCE PROJECTION PLATFORMS

The Army installations that support MDRD must be seen as force projection platforms. To sustain the force projection platform, the planner must consider personnel services administration and support, logistics support, unit training, and unit validation.

PERSONNEL SERVICE ADMINISTRATION AND SUPPORT

Requirements for soldier and DA civilian support vary considerably, depending on the nature and scope of the operation or conflict. Installation support requirements will include the functions of--

- Soldier and deployable civilian readiness.
- Medical support.
- Dental support.
- Postal support.
- Morale, welfare, and recreation support.
- Safety and risk assessment support.
- Legal support.
- Family assistance support.
- Finance support.

LOGISTICS SUPPORT

Installation logistical requirements include all those requirements for materiel, supplies, services, and soldier support activities to accomplish the mobilization process. The requirement for logistical support extends across the operational continuum.

Army units will maintain Automated Unit Equipment Lists (AUEL) containing mobilization/deployment movement requirements data according to appropriate command guidance. Both AC and RC units will maintain accurate unit movement data at all times during planning to reflect HS to MS to POE movement requirements. Units will update data as significant transportation changes occur to the unit's AUEL.

The TC ACCIS supports the collection of detailed movement data. It allows for electronic submission of the information to US Transportation Command (USTRANSCOM) for scheduling strategic transportation and to MACOMs for planning force movements.

Commanders and planners at all levels must ensure that requirements are accurately stated and documented. Priority of support is given to early deploying units. This support includes immediate repair or replacement of equipment and provision of basic loads, other accompanying supplies, and individual equipment.

Because RC units and individuals are mobilized with existing authorization levels, the use of project codes may be authorized. Mass cancellation of open requisitions is required for RC units. RC units re-requisition using higher priority and appropriate project codes AC units simply upgrade the priority and change the delivery location. Commanders must ensure that equipment is available and operationally ready and that basic loads of all classes of supply are available for issue. MSs should be prepared to modify equipment as determined by materiel developers and materiel change regulatory guidance. Installations need to be aware of types of equipment needed to be modified so that required parts are available when the unit arrives. Deploying units are required to turn-in excess supplies and equipment to the DOL.

UNIT TRAINING

Unit training at the MS will be restricted by the time, equipment, facilities, and personnel available. The unit commander, in conjunction with the mobilization assistance team (MAT), determines unit training priorities. This is based on such factors as TOE mission, CAPSTONE guidance, unit status report (USR) risk assessment, recommendations of the MAT, and SRP/POM requirements.

UNIT VALIDATION

The MS commander is responsible for validating deploying RC units. Unit validation is the final check to ensure deploying units have reached required levels of readiness and are mission capable. It includes assessing the readiness areas of personnel, equipment on hand, equipment status, and training. Generally, the validation standard is a C level as stated in AR 220-1 with a minimum criteria established by HQDA. The commander completes unit validation according to FORMDEPS and other appropriate guidance. The MS commander will validate all RC units less GO commands validated by the CONUSA commander. This is based on recommendations and concurrence of the validation team. Representatives of the U.S. Army Special Operations Command will aid in validation of Army Special Operations Forces (ARSOF) units.

The AC Division Commander, unless deployed, will validate Roundout or Roundup Brigades. If the AC division has deployed, the CONUSA commander will validate all general officer commands for deployment.

FACILITIES REQUIREMENTS

Facilities requirements for mobilization include all those requirements for existing facilities, space management, and expansion of the installation. These requirements may include the use of off-post facilities to support installation requirements, new construction, and inactivation or disposal of facilities in peacetime to support MDRD.

These facilities include training, maintenance, supply, administration, billeting, transportation, and supporting utilities of water, sanitary sewers, electricity, heating and cooling, and solid waste disposal. Examples of these facilities are--

- Family Assistance Centers (FACs) to provide one-stop location for delivery of soldier and family support services.
- Airfields, roads, railroads, and railheads.
- Warehousing to support basic loads and additional requirements at staging areas.
- Facilities to support actual deployments or as arrival and departure airfield control group operations, ammunition holding areas, marshaling areas, and port facilities to support installation Seaport of Embarkation (SPOE) missions.

EXISTING FACILITIES

The installation commander must plan for surge capacity during mobilization and must plan to use all available assets and facilities to accommodate the mobilized units.

EXPANSION OF FACILITIES ON THE INSTALLATION

Expansion of facilities on the installation is available through the use of preengineered building systems or other rapidly erectable light mobilization structures. Another means of expansion is to lease buildings identified through the nonindustrial facilities program.

DEPLOYMENT PHASES

Deployment is the planning, preparation, and movement of forces and their support base from any location to an area of operations in response to a military need or crisis. Deployments are conducted in five phases:

- Predeployment activities.
- Movement to the POE.
- Strategic lift.
- Theater reception.
- Theater onward movement.

Installations are involved only in the predeployment activities and movement to the POE.

PHASE I: PREDEPLOYMENT ACTIVITIES

The installation will assist commanders, soldiers, emergency essential civilian employees, and their families in preparing for deployment. Activities include provision of:

- Predeployment briefings to assist soldiers, deploying Army civilians, and their families in putting put their personal affairs in order, and to inform them of available support services in the community.
- Support and assistance to commanders in establishing and training Family Support Groups (FSGs).
- Identifying families with major problems requiring special assistance and support.

Other activities are provided in AR 608-1, Chapter 2, Section II.

During normal peacetime operations, the installation prepares AC units for crisis action and force projection missions. It prepares to be a MS for RC units. Installations assigned a mobilization mission must have a complete plan for conduct of this phase and movement to POE.

To support rail movements and staging requirements, installations will maintain existing tracks, ramps, facilities, and staging areas for their deployment missions. Installation and deploying commanders must precoordinate the procurement, use, control, and return or recycling of blocking, bracing, and tie-down equipment throughout the deployment. Installations must ensure that deploying units maximize airlift and sealift capabilities by preparing unitized loads of ammunition, supplies, and equipment to the maximum extent possible.

The installation must coordinate with the support commander. The support combatant commander establishes milestones for safe loading and transporting units and accompanying supplies to the POE. This includes embarking them aboard strategic lift and transiting them to the POD. The supported commander's required date to have forces at the destinations is the end goal from which all common-user transportation must be planned. Phase I ends when the MS validates the unit for deployment.

Installations will maintain the required amount of strategic 20 foot containers to deploy AC and RC unit equipment with units rolling stock. Deploying commanders must ensure all 20 foot containers are reported on units AUEL and report all critical containers through the chain of command, FORSCOM. Deploying commanders will coordinate for the movement of 20 foot containers through the installation transportation office.

PHASE II: MOVEMENT TO PORT OF EMBARKATION

Units complete SRP and are validated after completing the mobilization process and predeployment activities. Units update AUELs to deployment equipment lists and submit them to the appropriate authority. Equipment is loaded with emphasis on maximum use of troop and cargo space. This ensures full utilization of costly, limited strategic lift.

The installation ensures that units deploying get to APOEs or SPOEs by appropriate means. Installations that are tasked to provide marshaling areas to surface ports and departure airfield groups to airfields must sustain units until they are loaded on air or sea transportation. Phase II concludes with the departure of the strategic lift at POE:

- Wheels up for aircraft.
- Passage of the last buoy marking the channel to the SPOE for vessels.
- Transfer of authority to the gaining CINC occurs in accordance with the OPLAN in execution.

REDEPLOYMENT PHASES

Redeployment is the preparation for and movement of forces, manpower, and materiel from an AO to follow-on designated CONUS or OCONUS bases. This is after the combatant commander has achieved conditions favorable to US interests or as directed by the National Command Authority (NCA). It is the CINC in the AO that plans and implements redeployment. Redeployment should not be considered as retrograde movement but a new deployment. Redeployment must involve force integrity so units may be diverted anywhere, ready to fight.

Redeployment must be planned and executed in a manner that facilitates the use of redeploying forces and sustainment equipment and supplies to meet new crises. Movement is usually nontactical. It returns AC forces to its home station and mobilized reserve forces and individuals through DMS back to their home stations.

Redeployment is conducted in six phases. These phases are--

- Reconstitution for strategic movement.
- Movement to redeployment assembly.
- Movement to POE.
- Strategic lift.
- Reception at POD.
- Onward movement from POD.

The installations are involved only with reception at POD and onward movement to the next in CONUS POE.

PHASE V: RECEPTION AT PORT OF DEBARKATION

This phase begins with the arrival of forces and their sustainment equipment and supplies at the POD. It ends with the departure of the forces and their sustainment equipment and supplies from the POD. This is after receiving Department of Agriculture and US Customs clearance.

The installation receiving the forces and sustainment equipment and supplies develops a reception and reconstitution or onward movement plan. This is for all arriving forces and sustainment equipment and supplies. This includes providing the necessary port support structure to manage the effort.

When possible, commanders send advance parties to coordinate the orderly processing of redeployment forces. One of the primary requirements during this phase is coordinating the onward movement of deploying forces to their follow-on destinations. This coordination requires personnel who know the unit, its organic personnel, its movement configurations, and its ultimate destination. These personnel work with MTMC representatives, supporting ITOs, or Theater Army Movement Control Agency (TAMCA) in completing the required documents for moving the forces and sustainment equipment and supplies to the final destinations. FORSCOM designates a liaison officer to assist the port commander, the MTMC representative, and the returning unit in resolving conflicts. The preferred methods for onward movement mirror those prescribed for deployment. AC equipment will be redeployable to the unit's installation. RC equipment may return to a Home Station Demobilization site or Equipment Storage site based on reconstitution plans.

PHASE VI: ONWARD MOVEMENT FROM PORT OF DEBARKATION

This phase begins with the reconfiguration of forces and sustainment equipment and supplies at a designated marshaling area outside the processing area. It concludes with their arrival at their destination. FORSCOM representatives conduct a visual inspection of convoying equipment while it is in the marshaling area. The FORSCOM representative will divert equipment not meeting movement or maintenance standards to a designated location for repair before onward movement to destination.

The supporting installation commander is responsible for the health, welfare, and support of arriving forces. He is responsible for assisting with their onward movement. In this capacity, he sustains the forces and individuals until they arrive at their prescribed destination. This may require assisting them in obtaining intratheater airlift, commercial and military highway transportation, military convoy, rail, or other modes for moving forces and individuals to their destinations.

DEMOBILIZATION PHASES

Demobilization is a critical factor in the Army's strategic reconstitution. Demobilization must be planned with the same degree of energy and detail as mobilization. Effective demobilization enhances readiness and soldier morale. Installation support agencies (Chaplains, ACS) will provide reunion support to soldiers and families to ease the transition from mobilization/deployment to demobilization/redeployment. This includes counseling and workshops.

Demobilization of some units may occur at the same time other units are being mobilized, deployed, or redeployed. Demobilization is conducted in five phases. The installation is heavily involved in all phases except Phase II.

PHASE I: DEMOBILIZATION PLANNING ACTIONS

Demobilization planning starts concurrently with mobilization planning. It ends with the decision to release RC units and individuals from active duty. Demobilization planning encompasses an analysis of the work load required to efficiently complete the demobilization process over time. This planning may include--

- Relocating units and individuals.
- Incorporating annual training for nonmobilized RC units to support demobilization.
- Temporarily hiring civilian personnel.
- Using individual volunteers (via temporary tours of active duty) to support critical missions within the demobilization process.
- Mobilizing additional RC units. (Last resort)

PHASE II: AREA OF OPERATIONS DEMOBILIZATION ACTIONS

This phase starts with reconstitution actions in theater and ends when the units and individual soldiers report to the POE for onward movement. The installation has no actions in this phase.

PHASE III: PORT OF EMBARKATION TO DEMOBILIZATION STATION

This phase overlaps with redeployment phases to move soldiers to the DMS. An example of a demobilization process that may occur during this stage is a welcome ceremony for returning soldiers at the CONUS POD before arrival at the DMS.

PHASE IV: DEMOBILIZATION STATION

This phase starts with arrival at the DMS and ends with the RC unit's or individual's departure to HS or home of record. Installations must house, feed, and provide on-site transportation to units and individuals during this stage.

Installation commanders ensure that all medical and dental actions, finance records, legal and entitlement briefings, personnel records updates, and logistics files are current before a soldier is released. Completion of required medical examinations, line-of-duty determinations, and finance actions to complete final pay are completed before issuing DD Forms 214.

Installations must be prepared for expanded family support and media coverage of welcoming ceremonies during this stage. Welcome and departure ceremonies are vital components of the demobilization process that installations must plan and execute. Soldiers will remember the effort made to welcome them home. Installations should include families of soldiers as part of the ceremonies. Ceremonies should be brief but meaningful.

Prior to releasing units, the installation will assist the units in the planning for restoring equipment and supplies to a prescribed level of readiness. Further actions include--

- Coordinating PLL and ASL accounts.
- Shipping equipment to Home Stations (HSs), equipment concentration sites, and mobilization and training equipment sites, as determined by the CONUSA in coordination with the NGB and USARC.
- Preparing movement orders for unit members to return to their HS and individuals to their home of record.

PHASE V: HOME STATION OR HOME OF RECORD

This phase begins with departure from the DMS and ends with release of units at their HS and individuals at their home of record. The unit reverts to RC status based on a date and time established by CONUSA orders, except ARSOF units that are released by US Army Special Operations Command (USASOC).

Unit members are not always released at the same time. Transition leave, medical hold, rear detachments, and trail party personnel require

different release dates. The specific release date for unit members is noted on their movement orders from the installation. The unit flag is demobilized based on criteria established by FORSCOM. Individuals are released from active duty on their return to their home of record. The end of this stage rolls into Phase I of mobilization planning.

During a conflict, RC units may lose their pure RC composition through extended cross-leveling, redistribution, and replacement actions. Mobilized RC units may contain USAR, ARNG, and AC personnel. Equipment may often be mixed from active or RC sources.

Once demobilization is initiated, FORSCOM identifies the DMS for all units. Units are then directed to return to the installation from which they originated or an alternate location. Active duty personnel are reassigned according to the DA reconstitution plan. Reserve units (flags) are released and soldiers assigned to the unit may be released or transferred to RC status as individuals. Strategic reconstitution of the total force is initiated as part of the mobilization planning phase.

APPENDIX B

CHAPTER 3
Deployment Operations

Deployment

WHAT IS A DEPLOYMENT?

A deployment is military duty away from home to an exercise area or to the site of an actual mission. It may be as short as overnight or as long as an unaccompanied tour overseas. Examples are:

❑ Short term training

❑ Extended temporary duty (TDY) of four to six months

❑ Unaccompanied tours (12 months)

❑ War

WHEN DO DEPLOYMENTS HAPPEN?

Units may deploy at anytime. Most long deployments are scheduled in advance, but it is sometimes necessary for units to deploy with very short notice. It is important to have your family affairs in order to take care of the unexpected situations that may come up during your assignment at Fort Drum.

PLAN NOW .....

Most likely during your stay at Fort Drum, your spouse will deploy. It is critical that you and your family continuously work to ensure that you are ready for your spouse to deploy. On the following pages are ideas from spouses who have been through deployments - these are tried and true...

Pre-Deployment Planning

Prepare for Deployment

❑ Are you prepared?
❑ Is your family prepared?
❑ Who can help?
❑ Checklist for family readiness

Prepare Yourself

❑ Prior planning can definitely be a plus! When your spouse gets notified to deploy, it normally means long hours at work and precious little time at home. Prepare now so that you can share your time together later...

❑ Work through the "Family Member Checklist" to help prepare you for the upcoming deployments. It doesn't cover everything but it will get you headed in the right direction.

❑ Try to resolve family problems before the deployment so that neither of you will have to worry during your separation - the unit chaplain can help.

❑ Express your feelings and encourage others to do the same ("I love you, I'll miss you," "I'm frightened"). Be truthful and honest with all family members. Talk about the deployment and what it will mean to your family.

❑ Recognize that anger is OK, but don't take it out on your spouse or your children.

❑ Set personal and family goals to meet during deployment.

❑ If not already involved, become involved with your Family Support Group so that you know what is going on with your spouse and the deployment.

❑ Attend AFTB or Operation READY training courses to help you prepare for deployments, separation and financial challenges.

❑ **Ensure that your spouse's unit has accurate information on how to contact you whether you stay at Fort Drum during the deployment or leave the area. Should anything happen, they need to know how to reach you.**

Pre-Deployment Planning

As your spouse's unit prepares for deployment, you may notice some changes taking place that will ensure support of the soldiers and family members remaining here at Fort Drum.

Rear Detachment. Units will set up Rear Detachments which consists of military members that remain at Ft Drum during the deployment. They are responsible for remaining soldiers, equipment and for providing information and assistance to families of deployed soldiers. Some of their responsibilities include:

❏ Continue unit mission and functions.

❏ Handle family matters that require official military action or approval.

❏ Provide family members with information and referrals to help resolve issues which arise. Be sure you notify them of any address or phone number change!

❏ Work with Family Readiness/Support Groups to plan family briefings and share information throughout the deployment period.

❏ Communicate with the deployed unit.

Unaccompanied Tour. If your spouse comes down on assignment for a location where family members are not allowed to move, it is like a long deployment and you still need to prepare yourself and your family. Fort Drum offers family members two special programs to help prepare them for this major separation:

❏ *Levy Briefings* - Be sure to attend levy briefing (outbound briefing) with your spouse for important information.

❏ *Waiting Families Support Group* - If you find your spouse on an unaccompanied tour, remember you are not alone. Fort Drum has a "Waiting Families Support Group" which is made up of spouses in similar situations from all around the post (meets monthly). Call 772-0470
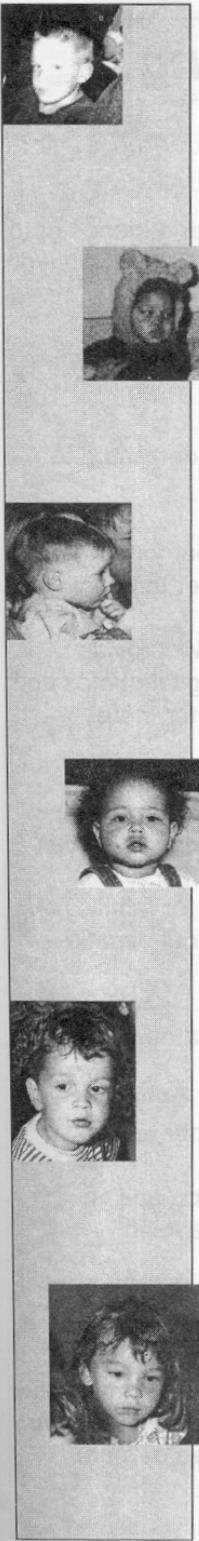
Pre-Deployment Planning

Preparing the Children

Many of the anxieties which children experience upon their parent's absence may be reduced by eliminating the actual "shock" of the event. It is extremely important to sit down and explain the deployment process to them:

❑ Sit down with the whole family and talk about the deployment - share as much as you can, look at pictures of where your spouse is going.

❑ Share feelings. What will happen when the parent is gone and how will it be different when she/he returns?

❑ Let older children share their opinions of previous deployments with younger children and how they felt.

❑ Spend individual time with the children and take pictures for both the children and your spouse.

❑ Read stories together and tape record messages.

❑ Consider enrolling youth in activities - they can share their experiences with mom/dad through letters and pictures.

Sole/Dual Parent Deployment must plan carefully for their children and pets too.

❑ Always have an approved and accurate Family Care Plan that covers care for your family member(s) during duty hours, emergency readiness exercises, field duty, periods of TDY and deployments. Ensure your unit has a copy on hand.

❑ Ensure that your child care provider has the necessary documents to care for your child i.e., Power of Attorney for medical care.

❑ Ensure financial arrangements are made in advance.

❑ Make sure your unit has a copy of your Family Care Plan.

❑ Ensure you make arrangements for pet care while you are away.

Pre-Deployment Planning

TO STAY OR TO GO....

When you are trying to decide whether to go home to family and friends or to stay in the North Country, or at Fort Drum, during deployment operations you should consider the following:

❑ Your unit's Family Support Group is dedicated to helping you. They are going through the same things you are.

❑ Your Rear Detachment and Family Liaison personnel are dedicated to assisting you throughout the deployment period.

❑ In cases of emergency you can quickly and easily reach out for assistance; if your spouse has an emergency, it is much easier to notify you.

❑ To help you stay in contact with your spouse, Fort Drum will provide communication assets, e-mail, live video-teleconferencing, digital photos and video exchange programs. See your Family Liaisons or FSG for more information.

❑ You'll receive current information about your deployed spouse. There will not be much information in your hometown paper or on the local TV station.

❑ You'll be invited to programs and unit functions especially for families of deployed soldiers. You'll be around others who understand your situation, who can assist you, and who need your help too.

❑ You won't have to uproot your children and enroll them in a new school system. They can stay with their friends.

❑ Fort Drum's housing policy allows for extended visits by your relatives.

❑ Fort Drum will provide expanded services to ensure that you and your family receive the best care possible during deployment operations.

❑ Your children have the opportunity to share and learn from many other children going through the same experience.

We encourage you to stay because as a military community we believe that we can provide you with the family, friends and support that you and your family need to help make it through any deployment.

Pre-Deployment Planning

Family Member Checklist

Spouses manage the family during the sponsor's absence, therefore it is very important that together you review and discuss the items in this checklist. Time is now to identify any problems and get them fixed - don't wait until your spouse deploys!

(Remember this list is not all inclusive - just here to help you plan...)

SECTION I - MEDICAL & DENTAL

	YES	NO
1. Are you enrolled in TRICARE? Do you know how to use it?		
2. Are all the immunization (shots) for each family member up to date? Do you know where they are?		
3. Are all the health record for your family members easily located?		
4. Do you know where the nearest medical facility is? Do you know where to go for an emergency or who to call?		
5. Do you have family members with special needs? Do you know how to take care of them or where to go for help?		
6. Are all family members enrolled in DEERS? Do you know where to go if there is a problem with DEERS?		
7. Do you know where to go for dental care? Do you know how to handle a dental emergency?		
8. Do you know how to handle a family medical emergency - Red Cross?		
9. Do you know a reputable child care provider? If you have a emergency are they prepared to take care of your child?		
10. If you have pets do you know where their medical and shot records are? Do you know where to take them for care?		

Tips:
• Be sure you know how to transfer TRICARE coverage if you leave the area.

• Ensure your Rear Detachment Commander or Family Support Group Leader is aware of any special medical issues you may have and that they have a point of contact in case you get into an emergency situation.

• If you have family members enrolled in EFMP be sure your enrollment is current!

Notes:

Pre-Deployment Planning

SECTION II - FINANCE

	YES	NO
1. Do you have a budget plan for while you're separated? (See sample in forms section of this guide)		
2. Do you have joint accounts? Can you both access money? Do you have quick access to funds in case of emergency?		
3. Does your bank accept powers of attorney? Do you have one? Do you know where it is?		
4. Do you know the account numbers, names and addresses of the banks where you have accounts?		
5. Do you know the location of the bank checking or saving book? Do you know how to balance a check book?		
6. Will you have access to money? Do you know if you get paid mid-month or end of month?		
7. Do you know how your spouse will get money? Can you manage the accounts while you're separated?		
8. Do you have a safe deposit box? Do you know where the keys are?		
9. Do you know where all your credit cards are? Do you know the card numbers and companies with whom you have the cards? Do you know how to report a lost or stolen card? MINIMIZE CREDIT CARD USE.		
10. Do you know who to contact if you have military pay problems?		
11. Has your spouse given his unit (S1/PAC) written consent for you to pick up his/her Leave and Earnings Statement (LES) while he/she is deployed? If not the unit can not give you a copy of the LES. (A copy of form is in form section of this guide).		

Tips:
• Arrange for automatic payments of loans, car payments, mortgage and transfers to savings through allotment.

• Be sure you know how to handle finances, cover bills and your assets.

• Discuss whether you need a Power of Attorney.

• Discuss financial changes in your spouses pay i.e., separate rations may or may not be stopped and depending on deployment area may be entitled to other pay benefits.

• If you don't know how to read an LES be sure your spouse shows you prior to his/her departure - AFTB offers classes also. (The W2 form will come with the January LES).

• Determine the essentials for living - think before buying - stay out of debt!

• Have a written plan that you both stick with.

Pre-Deployment Planning

SECTION III - TRANSPORTATION

	YES	NO
1. Do you have transportation while your spouse is deployed i.e. car, shuttle bus, etc? Have you made arrangements?		
2. Are you familiar with the responsibilities of owning and maintaining a car? (License and insurance)		
3. Do you know the name and address of the company financing your vehicle? Is your loan paid to date?		
4. Do you have the vehicle title or know where it is located?		
5. Do you know where the vehicle's registration and insurance papers are? Are they current?		
6. Do you have a valid drivers license? Does each family member who is eligible to drive have a valid license?		
7. Do you have renewal dates for the license plates/tags? Do you know how to renew them?		
8. Are family members insured to drive? Do you have the paperwork?		
9. Do you know where to take your vehicle for repairs? Do you know what to do if you get into a vehicle accident?		
10. Do you have duplicate car keys in case a set gets misplaced?		
11. Do you know how to make emergency repairs for overheating, flat tire, dead battery etc?.		
12. Has your car been serviced? Do you have a maintenance schedule?		
13. Do you know where to take your car to get it "winterized"? Do you have a "winter survival kit" (blankets, flares, water) - A must for the North Country winters!		

Tips:

• Be sure to write down your vehicle information - see forms section for sample.

• Be sure to coordinate in advance for any transportation needs you may have i.e. budget for taxi, keep some money on the side for emergency vehicle repairs.

Pre-Deployment Planning

SECTION IV - HOUSING

In addition to the questions listed on the next page, ensure you review the housing portion of this guide.

	YES	NO
1. Do you have a copy and have you reviewed the Fort Drum Housing Guide? (Available at the Housing Office)		
2. If considering leaving your quarters during deployment have you reviewed and do you understand the housing checklist on the following page?		
3. Do you know who to call for government housing issues and concerns? Do you have the emergency maintenance numbers accessible?		
4. Do you have a duplicate set of house keys?		
5. Do you know your responsibilities if you leave your government quarters for an extended period of time?		

Tips:

• If you're leaving the area and live in government housing - notify the housing office (notification form in forms section of this guide)

• If you're leaving the area and live in government quarters or on the economy be sure to let your spouse's Rear Detachment Commander (unit) know (notification form in forms section of this guide).

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Pre-Deployment Planning

HOUSING

If you decide to go home during a deployment you must first:

❑ Complete Absence Notification Form at Housing, Building T-10.
❑ Identify who will have a key to watch quarters during absence.
❑ Identify who will complete snow removal and lawn mowing.
❑ Schedule pre-absence walk through with Housing personnel prior to departure.
❑ Provide emergency and Rear Detachment phone numbers.
❑ Take or board pets – they may not remain in quarters for someone else to care for.
❑ Leave heat set between 60 and 65 degrees.
❑ Turn off water and disconnect hoses to outside faucets.
❑ Unplug appliances, TVs, VCRs, computers, etc.
❑ Utilize heat sensors from Self Help.
❑ Remove all trash prior to departure. Be sure all combustibles have been removed from garages and quarters.
❑ Set ant traps and utilize other pest control items from Self Help.
❑ Clean out refrigerator, remove food, unplug and leave door open.
❑ Reissue snow blower to someone staying, or turn in.
❑ Park vehicles in garage, not driveway or street side.
❑ Ensure all windows and doors are locked prior to departure. Do not lock storm door.

Residents that leave through the deployment should also:

❑ Obtain Renter's Insurance.
❑ Cancel newspaper and forward mail.
❑ Cancel cable TV.
❑ Consider canceling telephone service (for a $5 per month fee, you can retain your phone #).
❑ Turn off water to washing machine.
❑ Install light timer remote and heat sensor - available from Self Help.
❑ Call in service orders for completion prior to departure.
❑ Call in service order to maintenance at least 3 days prior to return for restoration of services.

Pre-Deployment Planning

SECTION V - LEGAL & ADMINISTRATIVE

	YES	NO
1. Are your family members ID cards up to date and valid through the deployment period?		
2. Do you know where and how to obtain new ID cards?		
3. Do you have birth certificates for all family members? Do you know where they are located?o		
4. Do you have a copy of your marriage certificate? Do you know where it is?		
5. Do you have copies of adoption papers? Do you know where they are?		
6. Do you have a social security card? Do all eligible members of your family have social security cards? Do you know where they are?		
7. Do you have copies of your federal and state taxes? Do you know where they are?		
8. Do you know where all your insurance policies are i.e. life, renters etc?		
9. Do you have wills? Do you know where they are located? Do you have passports? Do you know where they are?		
10. In case of a personal emergency do you have back up plans - someone to watch your home, pets, etc?		
11. Have you safeguarded all your important papers - do you know where they are?		
12. Are your emergency data card (DDForm 93) and SGLI updated? Do you have copies?		

Tips:

• Ensure you keep your important documents safeguarded at all times: ID cards, marriage certificate, birth certificates, wills, automobile title/registration, Power(s) of Attorney, insurance policies (home, vehicle, life), adoption papers etc.

• Know who to call for admin and legal assistance - highlight numbers in your telephone guide.

• If you have questions regarding the need for or types of Power of Attorney see legal prior to deployment - you need to ensure it will be suitable to handle contingencies which arise during the deployment.

During Deployment

The Stages of Separation

Sometime during the deployment you will probably experience the four basic stages of separation. Everyone goes through it, so knowing that these feelings are normal should help you feel better. Initially you may experience protest (not wanting your spouse to go), followed by despair (can range from anger to guilt and/or depression), then by detachment (you learn to cope and live on your own - acceptance) and lastly, return adjustment (getting use to having your spouse around again). *There is no denying that the military lifestyle, especially unexpected deployments, can disrupt the family unit.*

Words of advice from those that have been there:

❑ Take good care of yourself. Eat right and get enough rest

❑ Stay physically active - walk with neighbors, join an aerobics class, bowl etc

❑ Get out of the house by treating yourself to a special outing - dinner, movie, shopping, drive

❑ Help manage stress by saving some time for yourself everyday - do something you enjoy

❑ Avoid trying to do everything yourself

❑ Take advantage of your Rear Detachment, your Family Support/Readiness Groups and the military community support agencies.

❑ Contact your chaplain, friends, family and spouses of other deployed soldiers whenever you need practical or emotional support.

❑ Set goals. Get involved in some activity, project or volunteer - do something you've always wanted to do but never had the time

❑ Stay active!

During Deployment

Staying - In - Touch

You can help encourage the feelings of togetherness in the family during deployment operations by keeping the lines of communication open. No matter what method you use ensure that you keep a good flow of communication throughout the deployment period. Possibilities include:

❏ **Letters**. They're inexpensive, they allow you to think about what you'd like to share, and they can be "personalized" for individual family members.

- share feelings
- write as if writing a diary or a journal
- express affection and appreciation
- answer and ask questions
- be honest

❏ **E-Mail**. During deployment operations several organizations on post may offer family members access to e-mail. This is a good, quick way to stay in contact however;

- Deployed soldiers may not have easy access to e-mail.
- Internet communication is not private - it is open to anyone who wants to read your mail.
- Use caution when you put personal information on the web.

❏ **Phone Calls**. They are more direct and personal, although they can be expensive - you need to watch the time you spend on the phone so you don't run up the phone bills!

❏ **VTC** - Video Teleconferencing may be available during certain deployments. Ask your Rear Detachment Commander or Family Support Group Leader about VTC capabilities during the deployment. If available you and your family will be able to talk directly to your spouse and you'll be able to see one another over the VTC or computer screen.

❏ **Calendar Tag** - Send a small foldover calendar back and forth in a letter to help count down the time together. Take turns marking off the days, and send back a special note. Let children send special pictures or notes telling about their activities. Calendars for children are available at the Operation READY office.

During Deployment

❏ **Pictures.** They are personal, they have great meaning and value. They can easily be carried and proudly displayed.
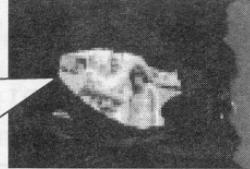
❏ **Tape Recording and Video Cassettes**. They offer realism and can be played regularly, although they require special equipment. Hearing voices can make the absent one seem more real, closer and interested.

❏ **Family Talk** - Families can add a special request in the evening grace or bedtime prayers or just talk about special wishes for the mom or dad that is deployed - keep talks positive.

MAIL DURING DEPLOYMENTS

During deployment operations and most training exercises you and your spouse will have the opportunity to send mail to each other.

Deployment specific mailing addresses and any mail restrictions are given out by the unit at pre-deployment briefings, in unit deployment guides or you can call the unit Rear Detachment.

Mail addressed to deployed soldiers may be picked up from the unit mail room if the soldier fills out and turns in a written release (copy is in forms section of this guide). Ordinary mail that is not restricted in delivery can be picked up by any family member with a valid ID card.

Any soldier or family member experiencing postal problems at Fort Drum can contact the Installation Postal Office at 772-5456 or 9185.

During Deployment

Think "Safety" and "Security"

❑ Don't discuss your spouse's absence in public - Tell the children to do the same. Discuss what they should say on the phone.

❑ Keep emergency numbers by the phone at all times.

❑ Use the buddy system. Don't go places alone, especially at night.

❑ Keep your doors locked at home.

❑ Beware of unknown telephone callers - do NOT give them any information about yourself, or your family. Report suspicious calls.

❑ Check identification of anyone you do not know who wants to enter your home while your spouse is away (i.e. repairman).

❑ If you notice strangers in your neighborhood, notify the police - numbers are in the quick reference guide in this book. Be sure you get a good description and jot down the date and time.

❑ Work together with your neighbors to deter crime - check with your Mayor or Housing Area coordinator to see what programs are in place.

❑ If you'll be away from home, be sure and have a "trusted" neighbor keep watch for you.

❑ Keep a home safety and survival kit just in case of power outage i.e. candles, bottled water and some munchies.

❑ Safeguard your important documents either in a fireproof box or in a Safe Deposit box at a local bank.
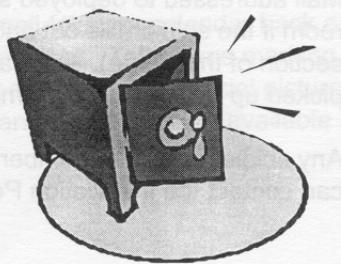
During Deployment

How to help children cope

Children will likely experience the same psychological patterns as their parents, due to their own feelings of loss and their awareness of the overall emotional situation.

Children often test parents to find out if they will bend more when the spouse is gone, particularly at the time of departure and again upon return.

Some spouses overcompensate for their spouses' absence by becoming permissive and/or overprotective with their children. Rules once ironclad, now change. Some decisions are harder to make alone.

Children need stability. If one of the two most important people in your life were constantly coming and going, here two weeks, gone four to eight months, home two days, wouldn't your security be shaken a little? Imagine what it does to children. Maintain home rules.

Insecurity, loss of status, and change in routine all add up to two complex emotions, hurt and anger, which are usually directed at the remaining parent. Be sure to keep plenty of family pictures around for children to see.

Children express their feelings in different ways, and their outward behavior is not always a good reflection of what's going on emotionally. Some children cover up their true feelings, others are more open. Operation READY teaches a "Tricks for Kids" class for parents to help them identify and address deployment stress in children.

Dealing with these problems requires the honest expression of feelings and communication. Some suggestions are:

❑ Talk openly about feelings. Use the Operation READY coloring books or children's deployment books to help generate conversation.

❑ Encourage children to express themselves by writing letters, making video tapes or cassette recording or even keeping their own personal journal.

❑ Encourage participation in youth activities or story time at the Post Library - let them share time with other children experiencing the same thing - stay busy!

❑ Have children make a scrap book of things they've done to share with mom or dad when they return.

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During Deployment

How to Handle the Media

Tips on Surviving News Media Inquires

News is an extremely competitive business, and reporters go to great lengths to "get the story" before their competitors do. Because of this competition, family members should keep these guidelines in mind when dealing with reporters:

❑ **Know your rights**. During a deployment, military families often become the center of news media attention as reporters try to write local and national stories. Reporters are often looking for a "human interest" angle in their stories; therefore, you may be approached by a reporter.

- It is your choice whether or not to speak with the media. If you do speak, remember it is your right to stop at any time.

- Media personnel on post MUST be accompanied by a public affairs office representative.

- Some reporters may try to coerce family members into submitting to an interview by emphasizing the public's "right to know" and "freedom of the press," but your right to privacy **always takes precedence**.

- Make sure the story doesn't show where you live or give out personal information about you. Never feel pressured to give out any information you don't want to.

❑ **Know the role and purpose of the American Press**. News media fulfill a vital role in our democracy. It is NOT harassment if they call your home or stop you at the supermarket to ask for an interview. It is harassment if they infringe on your privacy or persist after being told "no."

❑ **Know who will hear you**. Even family members might have information useful to opposing forces. Thanks to technology, the enemy can have access to what you say the moment you say it. On the other hand, when you are enthusiastic about your spouse's mission, your response can build morale and show American resolve.

- It is easy to blame the press for a lack of compassion. The truth is that service members and their families sometimes don't realize they can be the best - sometimes the only - sources of information for news stories about events of world and nation-wide interest. Their individual stories are often the best way to tell the military's story, good or bad.

During Deployment

❏ **Know your limits.**

- Set the ground rules. Know with whom your are talking. **Before answering questions, get the reporter's name, organization and phone number** - especially if you are going to decline the request. Your caution will discourage the reporter from persisting. You can stop the interview at any time.

- Do not talk about issues that you do not know first-hand. There is nothing wrong with saying, "I don't know". Don't speculate.

- Make sure the story doesn't show where you live or give out personal information about you. Never feel pressured to give out any information you don't want to.

❏ **Know what to keep to yourself.** If your spouse calls or writes with news about casualties, where the unit is or when it might re-deploy, keep such information to yourself. Don't even tell other family members. Deployments spawn rumors, and some of what you hear could be wrong, sensitive or subject to change.

If you desire, a public affairs officer is available to assist you in dealing with the press, on or off-post. The PAO has a working relationship with the media and can provide advice that will help protect your privacy, yet allow the news media to report their story.

For additional guidance, the 10th Mountain Division (LI) Public Affairs Officer's number is 315-772-8286 or 772-5461. There will be an answering machine after duty hours, but if it's very important, you can call the Division Staff Duty Office at 772-5467.

During Deployment

Prepare for Reunion

Now that the deployment is coming to an end, it's time to prepare for the reunion!!!

Here are some ideas to think about as you prepare for the reunion. Your spouse will have had a reunion briefing before returning home so he/she will also be thinking about what to expect and how to react.

❑ Change is always stressful, even if it is good stress. You and your family have changed. Each individual is different and so is the family as a whole. Family stress is based on simple math. If you add or subtract any one, then you have huge stress in reforming the group.

❑ As the spouse at home, you have been both Mom and Dad for a while. You have made many decisions on your own out of necessity.

❑ When your spouse returns, he/she will gradually need to find a place in the family. Issues of how to make decisions and who is responsible for what and when may emerge, just like when you were newlyweds.

❑ Sex is often a stressor in reunions. This is ironic since both have often missed physical intimacy. Men need to make sure that their wives do not feel used. Women need to assure their husbands that they are not being rejected.

❑ Expect the adjustment to take about six weeks. If problems are still frequent, last a long time, or are real intense, then call for counseling.

❑ Many soldiers may have trouble sleeping and readjusting to the time zone and living conditions.

❑ Encourage your spouse to relax with the kids and gradually get back into their lives. If he/she needs a little while to re-bond before becoming a disciplinarian, then allow it to happen.

❑ Remember that marriage rests on the main three pillars of friendship, partnership, and passion. If a couple enjoys each other's company, makes decisions in a respectful manner, and allows sex to be fun and stress relieving, then the marriage will grow and satisfy both person's needs.

❑ Operation READY offers several classes to help prepare spouses for reunions: Expectations & Fantasies, Communication Techniques and Stress Management - be sure and check them out!

Post Deployment

Reunions. Although reunions are exciting events and there are welcome home ceremonies and various other events planned, they can also be stressful. A reunion is a time of readjustment after separation, whether long or short, planned or unplanned. Reunion can be both joyful and stressful because it is a big change that affects everyone with intense emotions.

Some tips to make life a little easier for you....

❑ Expectations - Don't expect everything to be perfect.
❑ Expect the unexpected.
❑ Allow time to adjust - take one day at a time, be understanding of each other and enjoy being back together again. Keep open and honest communication. Give each other space when needed and realize you both have grown and changed over time. Stay positive throughout!
❑ Stick to your budget - reunions bring change of lifestyle and habits again, work together and stay within your means.

For your children...

❑ Give them time too.
❑ Expect them to test limits, again.
❑ Plan for individual time with returning parent.
❑ Keep them involved with school, activities and special interests.

And For Building a Stronger Family...

❑ Take time to adjust - stay away from tight schedules.
❑ Stay positive, take one day at a time and make the best of it.

❑ Create reasonable expectations.
❑ Communicate your feelings, openly and honestly
❑ Think before you spend. In all the excitement. there may be a natural tendency to shower each other with gifts or fancy meals - unless you've budgeted for this make sure you can afford it.

Deployments can be challenging, yet a very rewarding part of military life !

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Post Deployment

How to deal with Post Deployment Stress

Homecoming and reunion of soldiers, friends and family have their own brand of stress. The following techniques may help restore a sense of belonging and control:

❑ Talk openly about problems and concerns

❑ Don't let issues build up inside

❑ Find support groups who can help assist with day-to-day problem solving (friends, chaplain, social worker)

❑ Join social activities (religious, hobby, sports etc.)

❑ Accept some set backs as normal (emotional, financial, physical)

❑ Don't use drugs and alcohol to help resolve the problems

Don't be afraid to seek help from ...

❑ Family Support Group

❑ Support Services

❑ Child Development Center/Youth Services

❑ Army Community Service

❑ Family Resource Center

❑ Unit or post Chaplain